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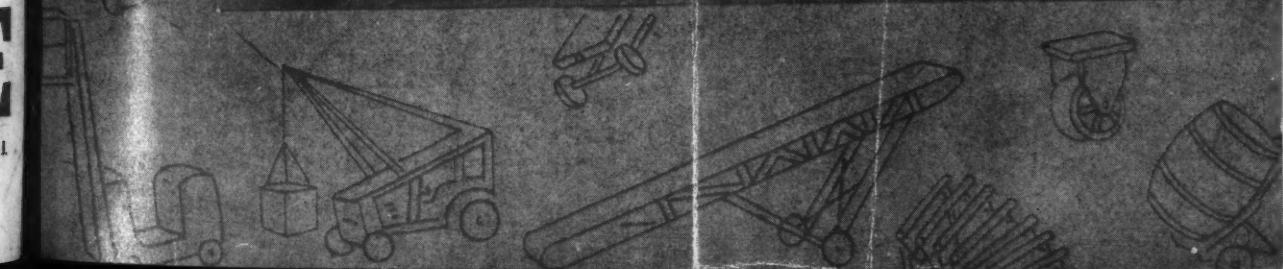
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JULY, 1949

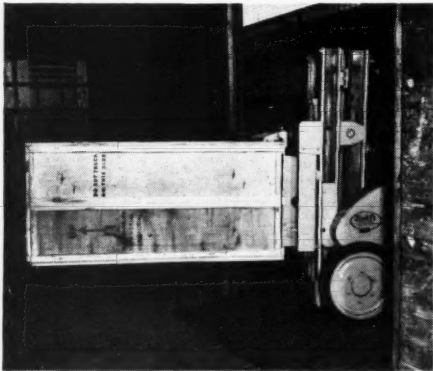


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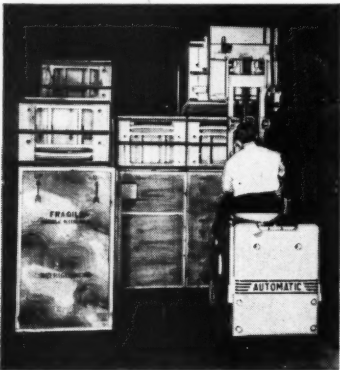
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AMAZING NEW SKYLIFT CRATE-CLAMP DEVICE MOVES AND STACKS BULKY CRATES *WITHOUT PALLETS OR FORKS!*



In order to utilize all available space in box cars, the top tiers of crates can be placed horizontally. Clamp attachment is capable of handling in either vertical or horizontal position.



As load is moved into position, side shifting feature of attachment moves load laterally without the necessity of additional maneuvering. Such "jockeying" is often time consuming and, therefore, costly.



With a 4" lateral movement either right or left of center, or a total of 8 inches, accurate spotting becomes immediate, and easy, as operator merely pushes the electric control button.



Raising load as he enters car, operator makes sharp right angle turn for positioning of top tier against side of car. As the car is loaded near the doorway, the operator can pull away from the tier immediately without maneuvering, since there are no forks to be withdrawn from beneath the load.

SAVES INDUSTRY THOUSANDS OF MAN-HOURS

Cuts loading and unloading Costs More Than Half!

Entirely eliminating the need for forks or pallets in handling large bulky crates, a hydraulic clamp attachment applied to an Automatic Skylift Fork Truck, simply and easily grasps the top, bottom, side or end of crate, securing it firmly for carrying and stacking.

This crate clamp device, with side-shifting feature and push-button control, is an integral unit equipped with separate hydraulic pump and motor, rams, valves, fittings, etc. It is coupled only to the truck's electrical system, and is easily removed to substitute standard forks.

As can be seen by the pictures, this SKYLIFT Fork Truck with clamp is extremely

maneuverable, can make sharp right angle turns, easily negotiates steep bridge ramps into box cars, lets operator load car right up to doorway.

The same ease with which operator loads car, is experienced in tiering in storage, as side-shifting feature is utilized to position load accurately.

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ELECTRIC TRUCKS

A PRODUCT OF AUTOMATIC

*Lighten
LIFE'S LOADS*

AUTOMATIC TRANSPORTATION COMPANY DIV. OF THE YALE AND TOWNE MFG. CO.

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Please mail me, without cost or obligation, complete facts on your Skylift with Clamp Device, and free catalog.

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By..... Position.....

Street Address.....

City..... Zone State.....

**STOCK COMPRISES
3700 DIFFERENT ITEMS —**

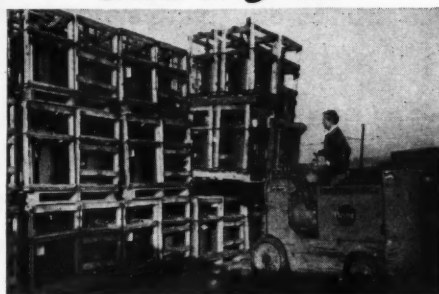
Some in Barrels



Some in Cartons



Some in Crates



Some in Reels



**Warehouse handling
3,832,939 lbs. of stores
per month uses
*BAKER TRUCKS***

Take a look at these figures:

This utility company warehouse has a total storage space of 177,220 sq. ft.—all but 25,000 sq. ft. under roof. An average of 3,832,939 lbs. of stores are handled per month—comprising 3700 different items, including pole line hardware, wire, transformers, etc.—with average stock value of \$1,051,984.00. Deliveries in unit loads from general storeroom to 38 outlying stores average 1,014,000 lbs. per month.

To facilitate this handling job, the company uses 2 Baker Trucks. One, an old platform truck still giving daily service, is 23 years old. The other, a 4000 lb. Fork Truck (illustrated), was purchased more recently. It is saving time and cutting costs in loading, unloading and high-tiering.

If your handling problem is large or small, complicated or simple, a Baker Material Handling Engineer can help you.

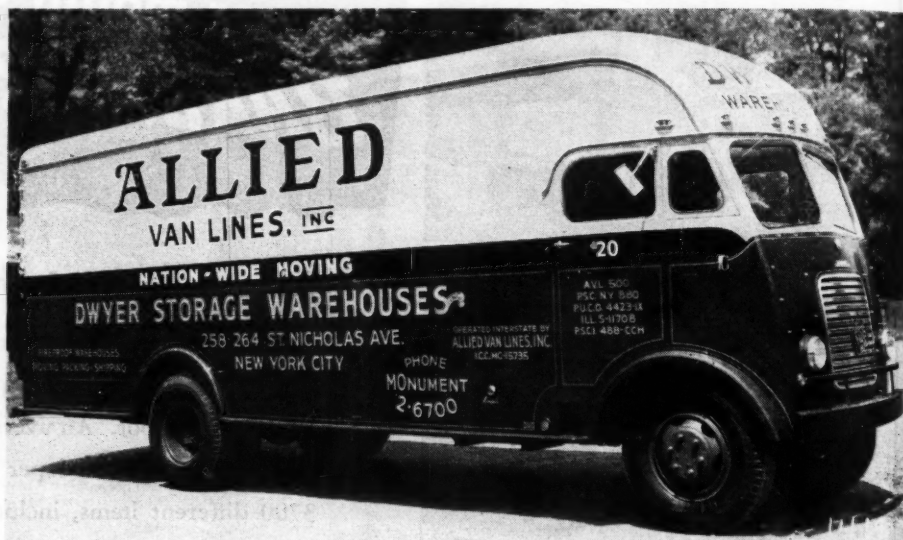
BAKER INDUSTRIAL TRUCK DIVISION
of The Baker-Raulang Co.

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Baker INDUSTRIAL TRUCKS

Control van upkeep with Gerstenslager construction



Eye-appeal and economy-appeal go hand in hand for highway transportation companies who standardize on Gerstenslager Custom-built Bodies.

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WOOSTER, OHIO

ESTABLISHED
1860

GERSTENSLAGER

custom-built

Van Bodies

Our approach to **DISTRIBUTION** involves the presentation in each issue of all its eight phases. This month, handling is taken as the starting point for an analysis and synthesis of all these phases of distribution.

This month's cover commemorates a milestone in the progress of the materials handling industry in the coordination of all factors. Shown are four leaders of major segments of the industry as photographed in one of the great fireplaces in Grove Park Inn, Asheville, N. C. They are, left to right: H. S. Germond, 3rd, president, ALT&PEM; J. H. W. Conklin, president, MHI; F. J. Shepard, Jr., president, EITA; and A. B. Anderson, treasurer, CFMA.

DISTRIBUTION AGE

The Magazine That Integrates All Phases Of Distribution

100 E. 42nd St., New York 17

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Publisher and Editor

THEODORE WHITMAN
Managing Editor

GEORGE POST
Assistant Manager

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STATEMENT OF POLICY . . . Our policy is based on the premise that distribution embraces all activities incident to the movement of goods in commerce. If distribution is to be made more efficient and economical, we believe business management must consider more than sales, because more than sales are involved. Marketing, while vital, is one phase only of distribution; seven other practical activities not only are necessary but condition marketing costs. Most commodities require handling, packing, transportation, warehousing, financing, insurance, and service and maintenance of one kind or another before, during or after marketing. We regard all of those activities as essential parts of distribution. Hence, the policy of **DISTRIBUTION AGE** is to give its readers sound ideas and factual information on methods and practices that will help them to improve and simplify their operations and to standardize and reduce their costs in all phases of distribution.

ALONG THE WAY...OF TWA



"GORILLAS IS THE CWAZIEST CARGO"—

BUT **TWA** AIR CARGO OFFERED SAFEST, FASTEST WAY TO SHIP THEM OVERSEAS ALL THE WAY TO A CHICAGO ZOO. TODAY, YOU CAN SHIP ALMOST ANYTHING ANYWHERE...GET IT THERE QUICKLY AND AT LOW COST. **TWA** OFFERS AIR CARGO SERVICE TO 73 MAJOR U.S.A. AND OVERSEAS CENTERS.

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ASSURANCE IS YOURS BY RESERVING **TWA** AIR CARGO SPACE. IT GUARANTEES SHIPMENT AT TIME SPECIFIED. A BIG ADVANTAGE FOR PERISHABLE GOODS.

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LESS CRATING REQUIRED BY SHIPPING **TWA** AIR CARGO. TIME IN TRANSIT IS SHORT; SAFE. NO OFF-LOADING. SHIPMENT CAREFULLY STOWED; HELD SECURE. ASK FOR RATES....NOW LOWEST IN **TWA** HISTORY.

WITHIN EASY REACH

THERE'S A **TWA** OFFICE AS NEAR AS YOUR PHONE OR TYPEWRITER. ALL TELEPHONE OR WRITTEN INQUIRIES HANDLED PROMPTLY, COURTEOUSLY.



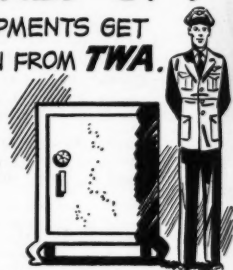
ALL LOCKED UP!

EXTRA-VALUE SHIPMENTS GET EXTRA PROTECTION FROM **TWA**.

THEY'RE CARRIED UNDER LOCK AND KEY IN A TON-SIZED "STRONGBOX"

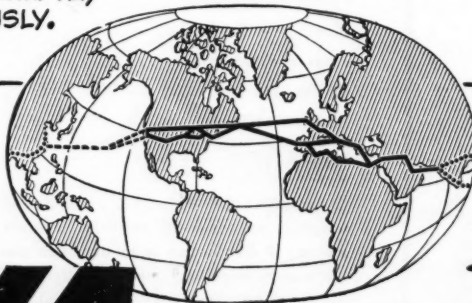
A FLIGHT AGENT TRAVELS

ABOARD EACH **TWA** AIR CARGO PLANE, GUARDS YOUR SHIPMENT.



Flash...deliveries confirmed

The minute your shipment arrives at destination, **TWA** flashes confirmation of delivery...an important service. And there's no delay via **TWA**.



TWA

TRANS WORLD AIRLINE

U.S.A. • EUROPE • AFRICA • ASIA

WHY TWA AIR CARGO?

1. It's Easy. 2. It's Selective. 3. It's World-Wide. 4. It's Reasonable. 5. It's Safe. 6. It's Convenient. 7. It's Dependable. Call **TWA**—night or day. If you are shipping overseas, any international freight forwarder can also give you complete information.

Big News

FOR HEAVY HAULERS

**ALL-NEW
HEAVY DUTY GMCs**



New "H" model heavy duty GMCs are the biggest truck news of the year . . . and for many years!

They comprise the most complete line of all-new, all-improved heavy duty trucks, gasoline and Diesel, ever introduced at one time . . . 61 basic models with weight ratings from 19,000 to more than 90,000 pounds.

They provide more important new features and advancements than any trucks in GMC history . . . exclusive GMC "Bumper-Built" front end . . . the industry's most powerful engines size for size . . . stronger, safer, roomier cabs . . . improved frames, springs, brakes, clutches, and axles.

They benefit by all the advantages of the truck industry's finest engineering skills and manufacturing facilities.

And they are priced to give substantial savings on the original investment . . . by including needed items of equipment which, in general practice, are added to the base price.

GMC TRUCK & COACH DIVISION • GENERAL MOTORS CORPORATION

GMC
GASOLINE • DIESEL
TRUCKS

Packed with **POWER**

Five power-packed gasoline engines, including a big new "707" of 225 horsepower. Two famous GM 2-cycle Diesel engines of 133 and 200 horsepower.

Built to **"TAKE IT"**

Deeper, stiffer frames . . . heavier, wide-track front axles . . . longer front springs with shock-absorbers standard . . . big, fast-acting brakes.

Cabs Up to **1½ FT. WIDER**

More leg room and head room . . . wider doors and windows . . . bigger windshields . . . built-in ventilation . . . snubbed seat action . . . complete insulation.



... a New Safeguard in Household Moving

UNITED VAN LINES, and only United, uses the famous *"Sanitized" process in household moving from coast to coast.

United vans, pads, covers, etc., are sprayed regularly with *"Sanitized" formula to retard bacteria, insects, mildew and odors—for antiseptic control over all equipment coming in contact with household goods and office equipment.

Non-injurious to humans and pets, *"Sanitized" has no odor, and will not stain or injure fabrics or leave marks on furniture.

For these reasons and many more, it's easy to see why alert Traffic Managers everywhere are specifying United *"Sanitized" vans.

- Inhibiting Germ Growth
- Reducing Bacteria Count
- Retarding Development of Odors
- Resisting Insect Activity
- Impeding Mould and Mildew
- Discouraging Rodent Infestation
- Reducing Fire Hazard

*There is no extra charge for *"Sanitized" United Service. Your United agent invites you to make use of *"Sanitized" equipment on your very next personnel move.*



United VAN LINES, INC.

Headquarters: St. Louis 12, Mo. • Over 300 agents in the U. S. and Canada

*REG. U. S.
PAT. OFF.



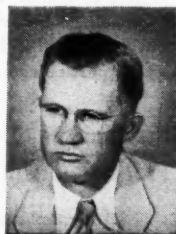
Rancher...manufacturer...publisher prove

Bonanza travel pays



Sundays, Paul Harbaugh goes to church — 200 miles away! He and his wife fly their Bonanza to Oklahoma City from their busy Texas ranch in just over an

hour. Weekdays he rounds up cattle by air and even picks up mail. When roads are snowbound, the Bonanza is often the only transportation moving.



A string of newspapers from Gadsden, Alabama, to Middletown, New York, takes lots of attention. Carmage Walls, president, General Newspapers, Inc., can do it with a Bonanza available for any-time mobility. "Doubles my capacity for work," he states.

Newspaper men find it ideal for spot news coverage. Amazing economy. Pennies-per-mile operating cost.

Key men of Reuland Electric Company, Alhambra, California, can now cover all distributors and sales meetings and still keep up with home office work. Two company-owned 4-place Bonanzas double their productive time. Company gives outstanding service with Bonanza emergency deliveries of Reuland Electric Motors. Says Howard Reuland, "Our Bonanzas are paying investments."

Apply Bonanza Transportation to your business

Company ownership of this fast, quiet plane turns travel days into travel hours — time saved you can put to profitable use. Investigate! A note on your company letterhead will bring an informative 60-page brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corp., Wichita, Kansas.

Top speed, 184 mph • Cruising speed, 170 mph • Range, 750 miles

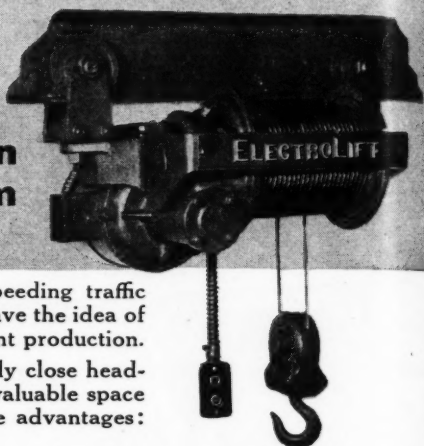
Beechcraft
BONANZA
MODEL A35

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

**fast, easy handling of materials helps
make production miracles possible**

ELECTROLIFTS

**cut time and distance between
plant operations to a minimum**



For serving a lathe, the operator handles a Monorail ElectroLift with Push Button Control.

Picture an express highway speeding traffic over congested areas and you have the idea of how ElectroLifts streamline plant production.

Built to operate with unusually close headroom, ElectroLifts take up no valuable space themselves, provide all of these advantages:

SAVE TIME

SAVE SPACE

**RELEASE
MAN-POWER**

Up to six tons of materials can be moved at once, over the most direct path to the point where needed, without waiting for, or delaying any other operation.

No floor space need be kept open for the flow of materials, equipment can be packed in closer, no depots at machines must be maintained.

One unskilled man can operate an ElectroLift and move tons of materials quickly, safely and easily. Skilled man-power is thus kept busy on actual production.

Engineering Service — Because of the variety of speeds, capacities and hoists available to meet the most specialized industrial handling requirements, it will pay you to consult ElectroLift Engineers for the type of ElectroLift best suited to your particular needs. Call on this service any time.

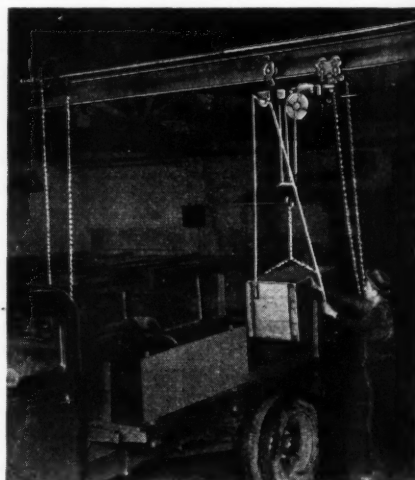
Features of ElectroLifts that make them Outstanding in Production Work

Exclusive Worm Drive Mechanism . . . makes ElectroLifts quieter in operation, longer lasting, more compact and efficient.

Totally Enclosed Motor . . . designed especially for hoisting service.

Large Diameter Drum . . . grooved to prevent cable overlapping.

Choice of Controls . . . cord or push button control, remote control or completely automatic control may be had as desired.



Truck loading is easier with a Monorail Rope Control ElectroLift.

ELECTROLIFT, INC.



30 Church Street, New York 7, N. Y.

DELTA AIR LINES
Announces
**NEW LOW
COMMODITY RATES**

on
**NORTHBOUND
airFREIGHT**



Delta "Flying Freighters" handle bulk loads, and Delta's DC-6's, DC-4's, and DC-3's carry freight and express on frequent fast passenger flights. Connections with 14 other certificated airlines at key terminals. Time-saving with economy in shipments to Latin America as well as to and through the South, and to principal Northern markets.

**TYPICAL
airFREIGHT Commodity Rates**

Wearing Apparel, Textiles (including dry goods), Candy

Per 100 lbs.

Atlanta to Chicago	\$5.00
Birmingham to Cincinnati	3.50
Chattanooga to Chicago .	2.45
Knoxville to Cincinnati . .	1.90
New Orleans to Chicago .	7.10

Fresh Fruits and Vegetables
(not cold-packed or frozen)

Atlanta to Chicago	\$4.80
Atlanta to Cincinnati . . .	3.20
Miami to Atlanta	5.20

**Cut Shipping Costs—
Gain Air Speed**

Now it's even cheaper to ship merchandise from the South to Northern markets—you save both days and dollars with Delta's new commodity rates.

If you ship from the South, or if you buy from Southern suppliers, write or phone immediately for these new commodity rates from important Southern cities. You will find them lower, in most cases, than first class rail express rates. Delta **airFREIGHT** shipments may actually cost less than rail express at commodity rates because you save so much in packing cost. And you pay for pick-up and delivery only when you use it.

**START
SAVING
MONEY**

Phone or Mail Coupon NOW!

Delta Air Lines, Inc.
Municipal Airport, Atlanta, Ga.

Please send me new Commodity Rate tables for shipments from Southern cities.

Name _____
Street _____
City _____ State _____



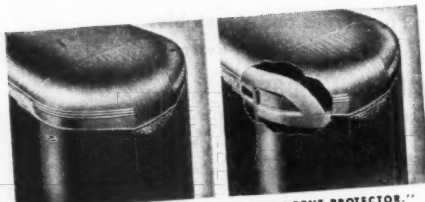
General Offices:
Atlanta, Ga.



DELTA airFREIGHT OFTEN COSTS LESS PER CWT. THAN FIRST CLASS RAIL EXPRESS

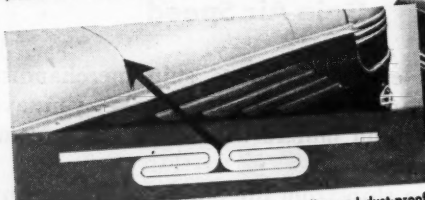
Only FRUEHAUF ROOFS

Give You All These Advantages!

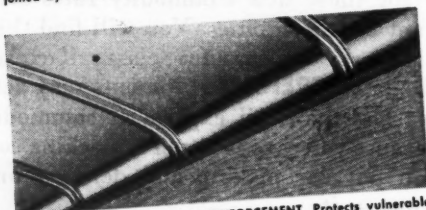


STRONGER "AERO-STYLED" ROOF CAP. Die-formed corrugations give added strength and smarter appearance to sturdy one-piece roof cap.

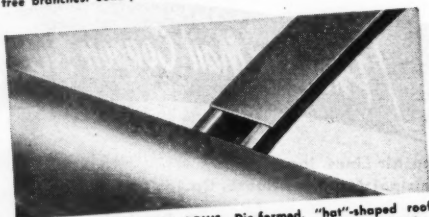
HIDDEN "DENT-PROTECTOR." Cutaway showing 14-gauge Dent-Protector located under the curbline of every Fruehauf AeroVan roof cap.



INTERLOCKING COIN-PRESSED SEAMS. Water-, dirt- and dust-proof. Sections of the zinc-grip, paint-grip, galvanized steel roof are joined by interlocking coin-pressed seams. Simple to replace.



FRONT-TO-REAR ROOF EDGE REINFORCEMENT. Protects vulnerable roof edges from overhead onslaughts . . . such as low-hanging tree branches. Solidly welded to bows for added strength.



FLANGED, BOXED ROOF BOWS. Die-formed, "hat"-shaped roof bows are boxed and welded to roof edge reinforcements, forming one-piece structural foundation for entire roof.



COMPARISON CHART					
FEATURES	FRUEHAUF	TRAILER A	TRAILER B	TRAILER C	TRAILER D
Roof Bow	Steel based hat-shaped	Aluminum I-Beam	Hat-shaped	Wood	Hat-shaped
Front Roof Cap	Die-formed Steel	Die-formed Steel	Die-formed Steel	None	Die-formed Steel
Rear Roof Cap	Die-formed Steel	Die-formed Steel	Steel	None	Die-formed Steel
Roof Cap Reinforcement	Yes	None	None	None	None
Roof Edge Reinforcement	Die-formed Steel	Die-formed Steel	None	Aluminum	Steel Channel
Roof Material	Galvanized Steel	Aluminum	Steel	Aluminum	Steel
Roof Seams	Coin-pressed	Coin-pressed	Lack seam	Lapped	Coin-pressed

HERE—in the roof of the handsome AeroVan—is another example of the way in which smarter styling, rugged strength and safety are *engineered* into Fruehauf Trailers. Many Trailers have a *few* of the above features—but *only Fruehauf has them all*.

From axle to roof cap, nose to bumper, Fruehauf engineering offers you feature after feature found in no other Trailer—advantage upon advantage that pays off in lower maintenance . . . extra trouble-free miles. Fruehauf Trailers earn more and cost less per mile, per day and per year.

World's Largest Builders of Truck-Trailers

FRUEHAUF TRAILER COMPANY

DETROIT 32 • LOS ANGELES 11

In Canada: Weston, Ont.

83 Factory Service Branches

FRUEHAUF
Trailers
"ENGINEERED TRANSPORTATION"

Hear Harrison Wood in
"This Changing World"
—every Sunday After-
noon over ABC. Consult
Your Local Paper!

FIRST IN TRUCK-TRAILER TRANSPORT!



The Asheville Meeting

THE Joint Materials Handling Industry Meeting at Grove Park Inn, Asheville, North Carolina, June 1-3, was a memorable one, partly because of the presence and participation of representatives of the Caster and Floor Truck Mfrs. Assn., the Electric Industrial Truck Assn., the Assn. of Lift Truck and Portable Elevator Mfrs., and the MHI - - and partly because this united meeting was in a large sense the fruition of years of effort by the materials handling industry and the goal for many years of *Distribution Age*. For the first time, a very large segment of the industry was gathered together, pledged to cooperation for the good of the industry.

The spirit of cooperation is implicit in the responses of the heads of four of the materials handling organizations. Those responses are reported elsewhere in this issue. These men, whose pictures grace our front cover, are undoubtedly convinced that this spirit must be implemented at an early date.

For the sake of the record, it is as well to turn back several months to the meeting held last year at the Thousand Islands, where the first steps toward the Asheville assemblage were taken. And we must go back still further, to see how the path was laid and carefully marked so that those first steps might be taken with assurance. For years, *Distribution Age* fought the good fight for a united industry—united in spirit if not organizationally. As late as February, 1947, we said editorially: "... we should like to suggest that the proposal to hold a second materials handling exposition next year be used to further the establishment of a national materials handling association which should embrace all groups and classifications of materials handling equipment manufacturers. The need and value of such organization should be patent after such a demonstration of interest as was shown at Cleveland on the part of all segments of industry from all parts of the country."

In December, 1947, we pointed out that cooperation was stressed at the October meeting of the MHI. We not only pointed it out; we hammered it home in the story's head and subhead. We not only visualized the final fruition of the materials handling industry's development—a single representative organization—but we recognized a major step along the way and stressed the rising current of demand for more cooperation. In July, 1945, we stated: "This is a materials handling problem. It is the most vital and the most difficult materials handling problem industry has ever had to face. If the same intelligence, resolution and daring are applied to it that have been applied to the problems of supply during the war there is no reason why it cannot be solved. It calls for directed and coordinated effort, the pooling of resources and, if necessary, a willingness to make sacrifices."

We were not starry-eyed visionaries; we saw the ultimate goal and a major step along the way. *Distribution Age* has done more; it has trowelled a second and a third and a fourth step: it has indicated time and again that one type of materials handling equipment is not the answer to every handling problem, and that two or more types must often be jointly used to extract the last

ounce of benefit from such equipment and fit the equipment to the job to be done; it has illustrated industrial usage in sharp and clear black-and-white: no colors added; and it has time and again emphasized the importance of education and proper training of employees using modern materials handling equipment.

Distribution Age has done even more; it has emphasized the role that materials handling plays in the entire field of distribution. This is exemplified by the address given by Harry Webster, publisher of this publication, at the recent 14th Annual Distribution Congress of the National Federation of Sales Executives. This address, as well as a summation of convention events and excerpts from another convention address, are reported elsewhere in these pages.

Distribution Age is not alone in recognizing the importance of distribution and each of its phases, whether handling or marketing or transportation. In an address by Edwin T. Gibson, executive vice president of General Foods Corp. at the AMA "Conference on General Management Problems" held June 8-9 at the Waldorf Astoria Hotel, New York, the decentralization of management was emphasized. This trend away from centralization is the result of expansion of many corporations as represented by the multiplication of plants and products and their dispersal over large areas of the country. Decentralization of management may be expressed in many ways; General Foods' answer was to subdivide management below the presidential level into three parts: operations, marketing-sales and "other," as represented by the executive vice president. These "other" functions include research, engineering, traffic, purchasing, legal, finance and personnel. It will be noted that manufacturing operations *per se* are segregated, that the sales manager's function is of great importance, and that such distribution functions as traffic, finance and personnel are of about equal stature. This is an advance indeed; it shows the increasing recognition by major enterprise of the importance of functions other than purely productive ones.

Concluding this analysis of past history and current constructive effort by those in industry and in the publishing field to further unification of materials handling activities and distribution itself (of which materials handling is a vital part), reference will now be made to a vital element in materials handling itself: research.

Reflections

ON another page of this issue there are indicated some of the financial and functional factors which need consideration when management contemplates the purchase in quantity of materials handling equipment. Also indicated is the fact that information on production (read warehousing or manufacturing or transporting) is generally denied to outside investigation, but in such cases it is necessary for management itself to consider the effect of handling changes. (Continued on page 66)

NEXT MONTH

LETTERS to the Editor

DISTRIBUTION AGE for August will present: the third part of Robert F. Odell's trucking-costs-by-the-run formula. At this point, we would like to say that this closing installment is not too gentle with the author. But this is as it should be; we are trying to be realistic and of assistance to the motor-freight haulers, and the usual trumpet-blowing at the end of articles is omitted in favor of serious analysis.

Let there be light! And there was light, because a major user of trucking equipment applied engineering to its lighting problems and thus came up with one answer on how to speed loading and unloading and make for greater safety for personnel.

John H. Frederick, air cargo consultant, is contributing a timely article on air transportation of freight. Called "Motaircargo at Work," the article discusses the significant role played by two great organizations: Air Cargo, Inc., and American Trucking Associations. The link-up here is fundamental, since a very significant part of air-freight operation is plain ordinary trucking.

Here is an interesting development which should provide food for thought for warehousemen. The use of baseboard radiant heating is not new, but how many warehousemen are aware of its value in assuring minimum variation in temperature from floor to ceiling? It should prove of value not only in the storing of commodities requiring the same temperature (whether stacked high or stacked low) but in offices as well. An important consideration is the fact that the baseboard is of steel construction and thus practically impervious to serious damage by fork trucks or other materials handling equipment.

It's legal to kill—rodents and insects in warehouses. And we will help promote the slaughter by publishing an article which gives many approaches and weapons. Some of these tools may be basically familiar; some offer new wrinkles, particularly one development which proves through case histories that it's easy to safeguard precious merchandise—and at low cost.

To the Editor:

Noting your discussion of railroad service and satisfaction in the May issue of DISTRIBUTION AGE—with some of which I agree, but as to most of which I believe that you have overlooked essential facts—it occurs to me to invite your attention to the attached copy of a talk made before the Board of Trade in New York by Mr. Faricy on May 18. Mr. Faricy's talk, you will note, does not discuss "once upon a time" topics, but the immediate present and the future ahead.

It would be absurd, of course, to claim that all railroads give satisfaction to all customers, or for that matter that all publications give satisfaction to all readers, but I believe that it can be said that the railroads are doing a better job in relation to the problems with which they are dealing now than ever before, and that they are going to do a better job in the future than they are doing now. In view of the impression that railroads are not interested in cost control, but only in raising rates, I invite your particular attention to passages in Mr. Faricy's talk. Again, no one would claim that everything is being done which could be done, but the overall fact is that substantial progress has been made in recent years, or over a long period of years, in improving railroad cost control. Had it not been, railroad rates would have to be far higher than they are now.—Robert S. Henry, Vice President, Public Relations Department, Association of American Railroads.

(The following is an excerpt from Mr. Faricy's statement of May 18).

"No railroad likes to raise rates. Railroads do it only under the compulsion of extreme necessity. They try every measure of cost control which is in their power before they seek the relief of rate increases.

The extent of railroad accomplishments in the direction of cost control is not generally realized, even among railroad men themselves. There is a somewhat common feeling that because railroad wages are good and railroad taxes are high, then railroad costs must be high, too. Such impressions ignore the inherent efficiency of the rail method of producing transportation, the improvements that have been made in rail plant and equipment in the past generation, and the resulting gains in efficiency and lower costs.

Back in 1920, which is as far back as figures are available on this subject, the operating cost of producing 1,000 ton-miles of freight service on the American railroads averaged \$10.66. Then, as now, the big elements in operating cost were the wages paid to the men who do the work, and the

sums paid for materials, supplies and fuel. The average level of wages in 1920 was a little more than 65c. an hour. The index of prices of materials, supplies and fuel stood at 167.

At the end of 1948, the average level of wages was \$1.38 an hour—an amount more than double what it was in 1920—and the index of price levels for materials, supplies and fuel stood at 280, or 68 per cent higher than in 1920. But the operating cost of producing 1,000 ton-miles of freight service was actually lower than in 1920, by about 17 percent, according to preliminary figures which we can safely say are substantially accurate. Thus with wages and price levels averaging 90 percent up, the overall cost of producing the service went down. That, gentlemen, is cost control!

But, lest you might think that we are talking ancient history by going back to 1920, let's compare 1948 with 1939—the first and the last years of a decade covering the war and post-war periods. Between 1939 and 1948, the average level of railroad wages went up 86½ percent, and the index of prices of railroad materials, supplies and fuel rose 117 percent. In the face of this doubling of unit costs of the principal elements in the production of transportation, the overall operating cost of turning out 1,000 ton-miles of freight service in 1948 was only about 37 percent more than it was in 1939. And that, I repeat, is cost control!

Of course there are other elements of cost to be taken into account—such, for instance, as taxes, which are beyond the control of the railroads, but I am speaking now of just the operating cost of producing transportation—the subject on which the railroads are so frequently lectured on the erroneous assumption that all they know how to do is to raise rates.

(Editor's comment: In view of the rather comprehensive editorial on rail transportation in the May issue of DISTRIBUTION AGE further statements from our publication would be superfluous. However, the following statement by J. W. Hill, Vice President, Freight Traffic, Chicago, Rock Island and Pacific Railroad Co., is not superfluous. It is very much to the point and is, further, the opinion of a staunch and sound railroad man:

"Fundamentally, the job of selling a railroad is no different from that of selling any other product or commodity. The commodity produced by a rail carrier is SERVICE. It is not an article that can be put on a shelf or wrapped up, but it is definitely an article that can be good or bad, the same as any other commodity.

(Continued on page 58)

WAREHOUSE OWNERS:



Dollars Are Important to You

Dollars saved are dollars earned. So why shouldn't you save every dollar you can . . . on *delivery costs*? Dodge "Job-Rated" trucks are built to do just *that*.

They're priced with the lowest. They're built *to fit* your particular hauling needs. They stay *out* of the repair shop and *on* the job . . . saving money every mile you drive them.

For example, your Dodge truck will have the right one of 7 "Job-Rated" truck engines. You will pay only for the power you need . . . on *your* job.

Your Dodge will have the right clutch, transmission, rear axle, and every other unit . . . "Job-Rated" for maximum dependability; minimum upkeep expense.

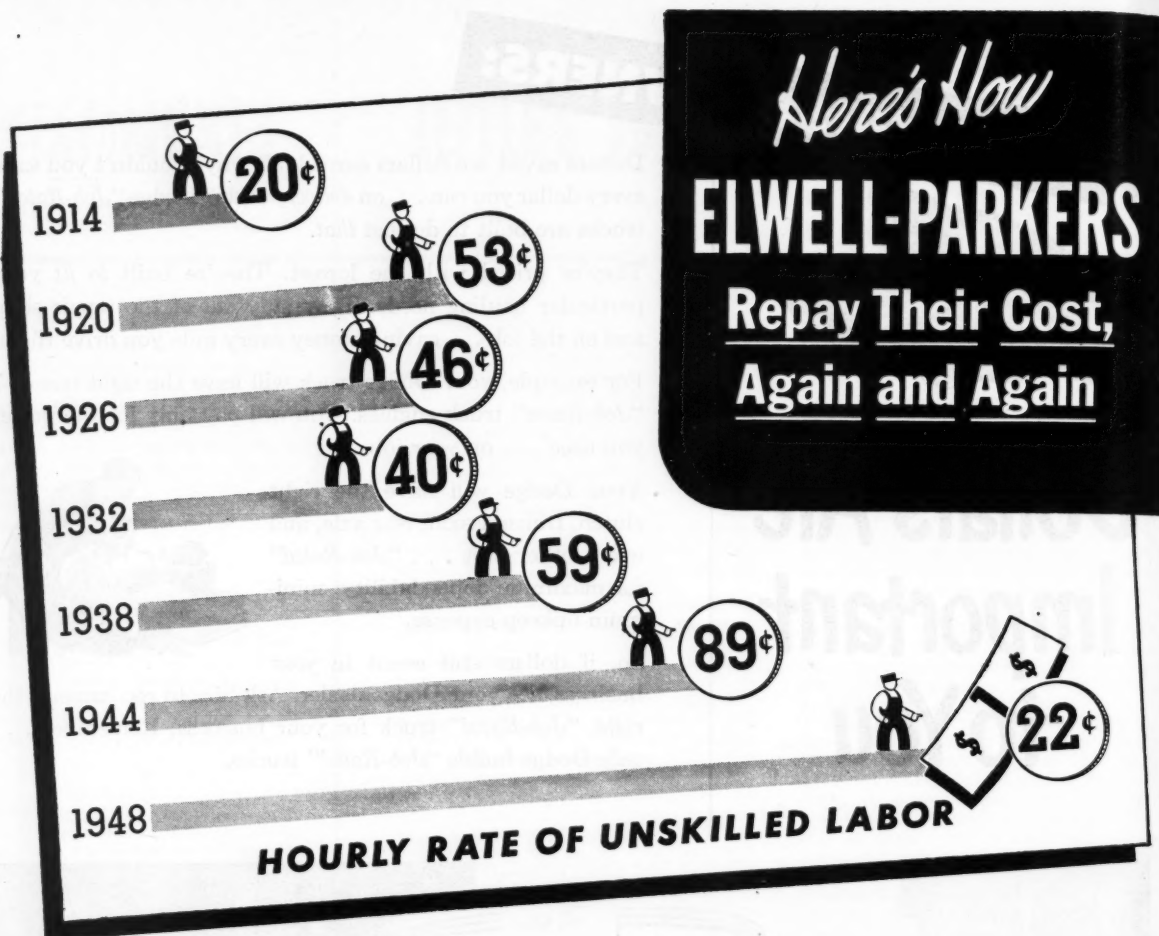


So, if dollars still count in *your* business, see your Dodge dealer. Ask him to recommend the right "Job-Rated" truck for your business. Remember . . . only Dodge builds "Job-Rated" trucks.



For the good of your business—

Switch to DODGE "Job-Rated" TRUCKS



E-P trucks do many jobs almost impossible by muscle power.




FREE 44-PAGE BOOK
on Materials Handling. Ask for a copy of "Industrial Logistics".

Since 1914, labor has *increased* 500%, while the price of improved quality E-P lift trucks has about doubled. Scores of users have enjoyed these returns over a 20 to 30 year period, and continue to add to their fleet of Elwell-Parkers.

E-P Trucks do more than just surpass manual labor on the basis of operating costs. They also give these plus values:

1. Provide greater safety for men and material.
2. Utilize valuable storage space by high tiering to roof. This is clear profit.
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Since Elwell-Parkers are a *better buy than ever before*, you will profit by having an  man advise you *now* about your trucking needs. The Elwell-Parker Electric Company, 4110 St. Clair Avenue, Cleveland 3, Ohio.

ELWELL-PARKER

POWER INDUSTRIAL TRUCKS

Established 1893

ENGINEERING

NOT GUESS-WORK

THE essential requirement for proper analysis of materials handling set-ups is cooperation on the part of the customer. Too often, there is a definite hesitation to furnish requisite information. This hesitation applies generally to production matters; it is there that a serious problem arises, since production factors include commodity flow (hence, the integration between production and distribution functions). A limited perspective may becloud the full benefits or disabilities lying in present or future materials handling methods and equipment. Nevertheless, it is still possible (despite this very common handicap) to produce a definitive materials handling survey.

The first step is to determine that the problem presented is great enough, from the financial-investment standpoint, to warrant a definitive analysis, which would seek to show with facts and figures whether improvement can or cannot be made with or without materials handling equipment. On the consent of the potential customer (assuming the study is made on the outside), a study of handling costs re commodity or commodities is made; this determines present cost. A further presentation is made illustrating the estimated cost of handling the same materials on the same tonnage basis under different conditions of equipment and methods.

A materials handling survey should consist of:

1. Enumeration of present methods—(a) equipment, (b) employees, (c) methods.

2. Cost of present materials handling methods—(a) cost of operating and maintaining present equipment and/or cost of men operating equipment (rates per hour, etc.).

3. Utilization of square feet of areas—(a) floor load, (b) structures, (c) present and advocated

The installation of major materials handling equipment requires careful study beforehand. More than this, it needs the potential buyer's complete cooperation. All phases of distribution (and output rates and costs) are involved.

layout of floor area for efficient operation.

4. Comments as to correct and incorrect methods of being employed.

The same approach is taken on the basis of new proposals, and the points covered approximate those already enumerated above.

Naturally, capital investment, estimated fixed charges, operating charges, etc., are covered under present costs and under estimated future costs. Amortization is estimated on a 10-year basis. One important point: all estimates (taxes, etc.) must be made on present basis.

Such a study would apply to fairly large companies. Also, it must be highly detailed and bring in flow charts and a thorough study of plant procedures.

Two general considerations: First, the major obstacle to investment in new equipment (and employment of new procedures) is first cost. Often, no matter how well it can be demonstrated that the first cost will be more than compensated by savings in a year or two, it still remains that there exists the "inertia" of first cost.

Second, the prospective purchaser may feel that any change in overall volume downward may reduce possible benefits. Yet, a certain large company is now interested in extensive modification of materials handling set-up (even though volume is somewhat down) whereas a year ago it was not interested, largely because of first cost. It has been determined that labor costs must be reduced, and that whether or not there is even a further curtailment in volume it is necessary to reduce them right now. It is often not realized that with reduced over-all volume, labor

cost per unit rises. Moreover, reduced volume often involves labor standing by idly, management expecting (within a short period) a pickup in demand. Generally speaking, plants cannot furlough employees en masse and then rehire. It is often not as simple as that. We are speaking here of employment lag, which is typical of almost any industry.

At this point let it be understood that the above outline approach is concerned only with the immediate area of operations affected—not with such directly involved areas as storage, transportation and marketing. Any company considering significant changes in its materials handling set-up should, therefore, look upon the problem as a broad and integrated one bringing in all phases of distribution, rather than as a departmental or simon-pure materials handling question.

One further point: surveys made by materials handling producers should not be considered as all-inclusive; there is a definite line of demarcation which divides such a company's survey services from services which consulting engineers are prepared to offer. Companies selling materials handling equipment, particularly the major ones, normally do not go into a mass of detail. There are two reasons for this: the time involved, and the fact that equipment other than the type produced by the company surveying the plant may be involved. Hence the need for a more definitive study by an outside consultant. In fact, a major materials handling equipment producer unhesitatingly recommends that the prospective buyer of materials handling equipment (in sizeable volume) contact a reputable consulting engineer.

The Traffic Manager as COORDINATOR

The traffic manager's job is 50 percent the human factor: desire to coordinate with sales, accounting and other departments; seek out new materials handling methods and other means of reducing costs, and constantly be on the lookout for new and better ways for the traffic department to function.



SALES
SHIPPING
RECEIVING
TRAFFIC
ACCOUNTING
EXECUTIVE
INSURANCE
STORING
PURCHASING
MATERIALS HANDLING

By I. F. VAVRA

Traffic Manager, Louis Milani Foods, Inc.

I VISUALIZE the job of the traffic manager (and the traffic department) as one of coordination—coordination with sales, accounting, insurance, shipping, and administration. More than this, I see the job as one of utmost cooperation—to the extent that we initiate, suggest, offer extra services, promote good will—in short, do everything necessary (and more) to integrate the company's functions and to better the company's relations with its customers.

The traffic manager is not merely a master of transportation detail; he is—or can be—much more, as the following analysis of my work will indicate. I do not maintain that my department does all that can be done; I *do* maintain that it is doing a job. . . .

We deal in quality food products, which require careful packing in containers having a high degree of sales appeal. In view of these factors, and in view of the current trend toward speed in receipt and

delivery, we pay careful attention to marketing operations.

One primary consideration is choice of carrier. We have reduced the number of regular carriers; using only those transportation companies which can be coordinated with our own operations. This eliminates delay and congestion, reduces costs, and greatly simplifies our paper work. Also, loads are maximized within a shorter space of time. This benefits the carrier as well as ourselves. We constantly point out to the carriers the high value per cubic foot of the merchandise they carry. In this way they are made to realize the importance of prompt delivery, particularly in view of the perishability of certain items. In other words, we do not leave everything to the carrier; we establish human relations with him, and impress upon him the value we place on our merchandise. Moreover, we refuse to tolerate delinquent pick-up service; slackness would immediately upset our production and distribu-

tion scheduling, which—in view of our stated policy of fast shipment and, hence, closer tie-in of production and distribution—requires the utmost precision.

Merchandise is picked up by regular daily carriers on a rigid schedule; obviously, a close shipper-carrier relationship is necessary. Moreover, this relationship must be reinforced by prompt loading and prompt outbound forwarding. Loading and forwarding are facilitated by the following equipment and procedures: *a.* (materials handling equipment) industrial scale, electric fork trucks, pallets, etc.; *b.* (packing and packaging equipment) steel-strapping machines, box-stapler machines, and stencil machines; *c.* (miscellaneous) time-recorder clock for ascertaining receipt of merchandise, receiving records, inspection reports, and uniform weight bulletins in accordance with weight agreements.

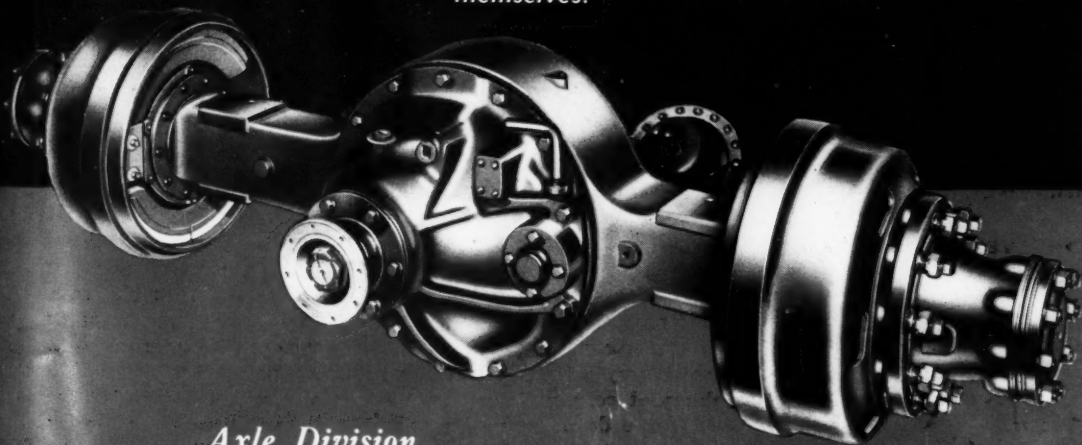
The above equipment and method
(Continued on page 46)

**Cut Down on Your
Operating Costs—*Demand***

EATON *2-Speed Truck* **AXLES**

*More Than a Million
Eaton 2-Speed Axles
in Trucks Today*

To cost-conscious truck operators, Eaton 2-Speed Axles mean faster trips, reduced vehicle operating and maintenance expenses. These advantages are possible because Eaton 2-Speed Axles double the conventional number of gear ratios, thus enabling drivers to use the RIGHT ratio for every operating condition—starting out under full load, climbing grades, high-balling, quick shifting in traffic. As a result, vital truck parts are not overstressed, engines are permitted to run at efficient speeds, cutting gas and oil consumption and minimizing engine wear. Long life for the axle is assured by rugged construction and exclusive Eaton features. Ask your truck dealer to prove that Eaton Axles *more than pay for themselves*.



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PRODUCTS: SODIUM COOLED, POPPET, AND FREE VALVES • TAPPETS • HYDRAULIC VALVE LIFTERS • VALVE SEAT INSERTS • ROTOR PUMPS • MOTOR TRUCK AXLES • PERMANENT MOLD GRAY IRON CASTINGS • HEATER-DEFROSTER UNITS • SNAP RINGS • SPRINGTITES • SPRING WASHERS • COLD DRAWN STEEL • STAMPINGS • LEAF AND COIL SPRINGS • DYNAMATIC DRIVES, BRAKES, DYNAMOMETERS

CUT TODAY'S HANDLING COSTS...



increase tomorrow's profits

Wasteful rehandling is the biggest single cause of high distribution costs. Lift and move goods in big multi-unit loads and you can cut those costs drastically. The Yale Worksaver Electric Low-Lift Pallet Truck speedily picks up and moves giant loads through narrow aisles, in and out of elevators, freight cars and motor trucks... no time and effort wasted in piece-by-piece rehandling!

The easy-to-operate Worksaver reduces material handling to a mere "stroll and steer" operation. Dual drive control provides two safe forward and reverse speeds at the touch of a finger. Powerful safety brake assures quick, safe stops on steep ramps... power goes "off," brake goes "on" when steering handle is in vertical or horizontal position. Over-capacity battery provides almost two days' operation without recharging. Lift is hydraulic; cushioned lowering protects loads and floors. Capacities range up to 4,000 lbs.

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THE YALE & TOWNE MANUFACTURING COMPANY
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ROOSEVELT BOULEVARD PHILADELPHIA 15, PA.



This Telescopic Worksaver Tilting Fork Electric Truck has a 10-foot lift... is only 83" high. Free fork lift of 60 3/4" elevates loads to this height before secondary uprights start upward. Ideal for capacity stacking in high and low head-room storage areas. Capacities: 2,000 lbs. up to 48" load length; 2,500 lbs. up to 36" load length; 3,000 lbs. up to 28" load length. 68"-high model, available in the same capacities, has 45 3/4" free fork lift... ideal for operation in and out of freight cars and motor trucks.



INDUSTRIAL DIAL SCALES • HOISTS—HAND AND ELECTRIC • TRUCKS—HAND LIFT AND POWER

DEPRECIATING MATERIALS HANDLING EQUIPMENT

Straight line depreciation?

Faster depreciation in inflation

and slower depreciation on a

downswing? Faster deprecia-

tion, period? What's the an-

swer which will encourage more

use of modern equipment and

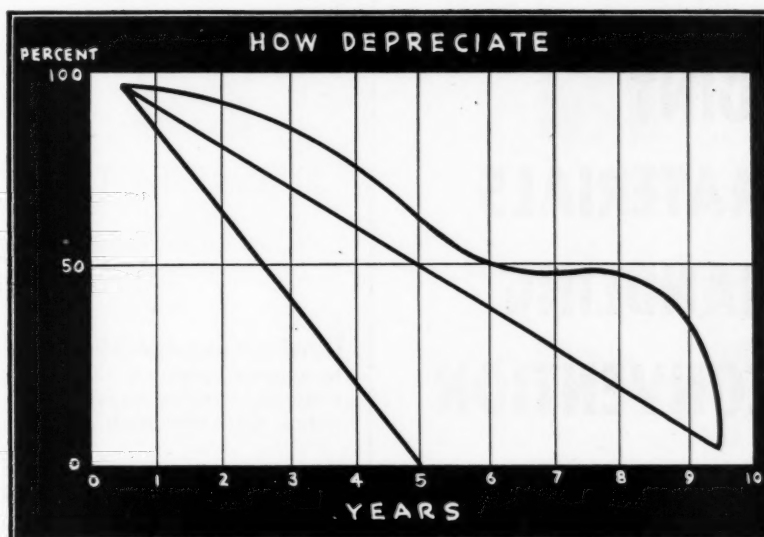
cut costs?

By Fred Merish
Special Correspondent

SHOULD write-offs be affected by a rubber dollar—by price changes? Clearly not, because of the paper work involved. Yet changes in price levels continue to plague equipment users.

The standard procedure for costing wear, tear and obsolescence on depreciable assets is to charge profits with a certain sum and credit a reserve for depreciation. Since replacement costs have increased and are likely to remain high for some time, the reserves for depreciation accumulated to date, in many cases will not cover outlays for replacements.

It is estimated that reserve accounts in all industrial fields are short more than two billion dollars because replacement cost has jumped as much as 120 percent above original cost. Where a management has a considerable investment in materials handling equipment, this may mean tapping working capital for a heavy sum at a time when a buyer's market is rearing its head and working capital will be needed badly to meet current obligations. If financial loss is to be avoided constructive action must be taken now. Because of the increased cost of replacement equip-



ment and because of the fact that this cost will remain high for some time, top management must review all angles of the problem.

Book depreciation always is an estimate. For this reason it is more troublesome than any other expense—even to the income tax department. In prewar days many concerns erred in their depreciation charge-offs, but at that time the loss was restricted to the difference between these charge-offs and the book value of the equipment at termination of use. If materials handling equipment costing \$10,000 was depreciated \$1,000 a year—estimated life-span, 10 years—and became obsolete or worn out in 7 years, the user had to write off a loss of \$3,000 against surplus or net worth. The books showed that the equipment was worth \$3,000 when it had to be scrapped.

Our field studies show that this hazard continues to plague management. However, if this were all a producer or distributor had to worry about, he could take it in stride. But a heavier financial burden confronts him: the outlay he must dig up to buy replacements that cost much more than he has recorded on his reserve accounts.

If a management has written off \$15,000—the original cost of units to be replaced—and must pay \$25,000 for the replacements, it must invest an additional \$10,000, for which no provision has been made. To take all or part of this money out of working capital may create an unsound financial condition. During the past year a number of industrialists reported that they had been caught short in this way. In the meantime prices have dropped, costs have remained high, collections have been below par—creating a drain on working capital and resulting at times in the passing of discounts and in the impairment of credit standing because bills had not been paid. (This would apply particularly to soft goods manufacturers, who get less for their own product but still have to pay high prices for durable replacement equipment.) To get around this obstacle, some concerns were buying their replacements on time and paying the installments out of the savings effected by more economical utilization of storage space, lower operational costs and speedier handling of goods in distribution.

On the other hand our field studies
(Continued on page 32)

JOINT MATERIALS HANDLING CONVENTION

J. H. W. Conklin, representing The Material Handling Institute at the joint meeting in Grove Park Inn, Asheville, N. C., June 3, opened the session by welcoming the representatives of three other materials handling associations, the Association of Lift Truck and Portable Elevator Mfrs., the Caster and Floor Truck Mfrs. Assn., and the Electric Industrial Truck Assn. to the joint sessions. Mr. Conklin set the tone of the meeting by stressing the significance of the joint sessions and expressed pleasure at the spirit of cooperation.

After a report by John G. Bucuss of the Educational Committee that his group was still working on the Material Handling Booklet, Exposition Chairman L. J. Kline then discussed the question of future materials handling expositions. He reported that the membership had received a letter containing the reasons why the MHI would not sponsor a show in 1950. He also stated that the directors had invited Saul Poliak of Clapp and Poliak, exposition management, to come to Asheville to discuss the matter and that Mr. Poliak agreed, subject to the approval of Mr. Clapp, not to put on a "show" in 1950.

The next part of the program involved the newly incorporated
(Continued on Page 64)

QUESTIONS

BALLOT



H. S. GERMOND, 3rd

President

Association of Lift Truck and
Portable Elevator Manufacturers.

1. What is your association doing to educate industry in the use of materials handling equipment to reduce distribution costs?

Planning institutional advertising.

2. Is it your experience that several executives are involved in the selection, approval and purchase of equipment not previously used by a prospect?

Yes, generally two or more.

3. If so, what are their titles or positions in their respective companies?

Practically every one except advertising, sales and personnel officials.

4. Does this condition suggest the necessity for the coordination of the plans and functions of these executives?

Yes.

5. Does it also suggest the advantages of cooperation and coordination on the part of all manufacturers of materials handling equipment?

Yes.

6. If this is true, will it not promote the materials handling equipment industry as a whole when all branches are combined and working together in a single association?

I would say affiliated rather than combined since different groups have quite different problems and can best work out many of their problems independently.

T FOR PROGRESS

ANSWERS



J. H. W. CONKLIN

President

The Material Handling Institute, Inc.



F. J. SHEPARD, JR.

President

Electric Industrial Truck Association



A. B. ANDERSON

Treasurer

Caster and Floor Truck Manufacturer's Association

The MHI is working on educational programs with the chapters of A.M.H.S., through speakers for various programs and through the use of articles in trade papers to increase and augment knowledge of material handling.

More and more as time goes on and material handling becomes recognized as one of the chief present roads to decreased costs, the decisions relative to the purchase of equipment call for attention from several executives.

The actual executives will vary from company to company but generally speaking the chiefs of purchasing and production are involved and recently the chief fiscal officer comes more into the picture.

Yes, without question. Greater coordination of the various interests is definitely coming about.

That would seem a necessity where specifications and applications are concerned.

It would seem quite apparent that overall coordination could best be accomplished in that way. The speed with which this condition is accomplished and the extent of the combination will become more clear as times goes on.

Making available to public through our local representations latest technical information on materials handling methods.

Definitely.

From presidents and general managers down to truck operators.

Yes.

Yes.

(Mr. Shepard deleted the phrase "a single association" and stated: Yes, in a coordinated way.)

Promoting contribution by member firms to furnish photos of ideal equipment installation to trade papers, etc.

Installations of floor trucks normally arranged for by department heads rather than executives.

Factory managers, purchasing agents, receiving clerks, shipping clerks, etc.

Yes.

Yes.

Our industry will serve itself and overall industry best by cooperation and coordination of our industry in educating users as to the particular type of equipment needed for each individual application.

HANDLING



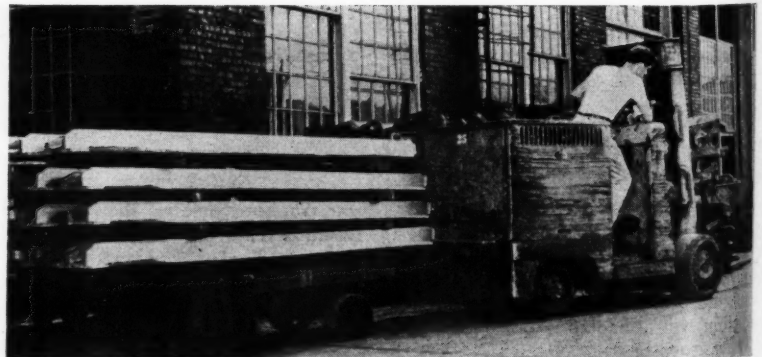
Skid-load of raw metal unitized by steel strapping.



Skid-load with separators for easy break-down of shipment.



Palletized unit load of packaged goods, tiered in warehouse.



Illustrating use of wooden separators for four-way break-down.

G THE UNIT LOAD

By MATTHEW W. POTTS
Materials Handling Consultant

Planning and utilizing the unit load should visualize the handling and break-down of that load through the channels of distribution to the final consumer. The planning and utilization should not be subject almost entirely to the whims and needs of the final receiver, but should be within the province of the shipper.

WHEN the term "unit load" is used, one immediately pictures a palletized unit load, but all unit loads do not require pallets and, therefore, the term "unit load" covers a broader field of application and a wider range of industries. Palletized unit load is only one phase of unit-load handling.

There is a definite reason for developing unit loads. First, unit loads eliminate multiple handlings and facilitate unit-handling operations, thus frequently eliminating in one stroke (by developing in a unit) 10 or more handlings.

At the time when unit loads were being developed, engineers and manufacturers frequently designed loads which were inconvenient for economic handling or break-down into smaller consumer-units. Care, therefore, should be used in developing unit loads so that they can be handled by smaller light-duty power units and hand trucks as they are broken down in the channels of distribution.

If the large manufacturer wants to handle a commodity such as steel on a bulk tonnage basis, a 10- or

12-ton bundle can be developed. This should be built up of units that would break down into even multiples, which multiples would be small enough so that the ultimate consumer could easily handle them. This indicates the need of industries making up unit-load patterns. For example, in the concrete-block industry, a large unit can be developed for loading to trailer trucks by the manufacturer; by breaking these into even tiers with the blocks arranged so that the forks can enter at different levels, these can be lifted off the trailer in smaller units by the local yard using as small a unit as a 2,000-lb. fork truck.

In the handling of steel, if the mills make up a unit load of 10 tons, these can be easily separated so that they can be picked up in one- or two-ton units depending upon the consumers' production or upon the capacity of his handling equipment.

Uniform packaging of various commodities will permit sale in units to different points in the distribution system and these units, in turn, can be broken down mechanically for further distribution to

smaller consumers. This, of course, assumes proper handling equipment in the hands of distributors—a separate and difficult problem.

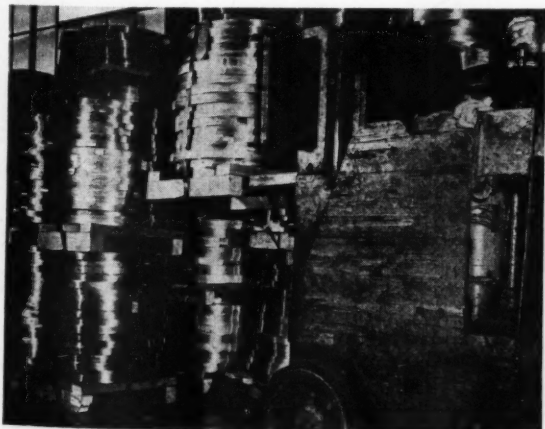
Some commodities automatically form their own unit-load pattern. For example, concrete blocks in the standard eight-inch size can be handled with simple forks without any need of strapping the load or the use of pallets under the load; the load is susceptible to separation into smaller units by simply inserting the forks in the block openings. This is the simplest form of unit-load handling and does not suggest that other problems can as easily be surmounted.

Other commodities can be arranged so as to have separators and individual packages built into unit loads. Some of these will, no doubt, require either steel or wire strapping in order to hold the load together while in transit.

Other units can be built up with paper separators or with new adhesive material for binding the tiers or layers together so that the unit load can be picked up either by standard forks or by one of the many different types of special forks, load grabs, and other accessories which have been developed extensively for the handling of unit loads during the past few years. It is well known, of course, that earlier models as far back as 1920 and 1921 were in active use in the paper industry and in certain other manufacturing operations.

We can look forward to a greater development of unit-load handling without pallets, either expendable or standard. This also has certain disadvantages because the grabs required for the handling of the unit

(Continued on page 58)



Skid-loads of a semi-finished manufacture unitized by steel strapping.



The British Approach t

The British feel this way: it isn't only nice-looking packaging or cutting packaging costs. It's understanding the consignee—his customs, needs, requirements. This approach, if adopted by U. S. exporters and combined with top-notch packaging, would mean bigger foreign markets for America.

THREE factors are chiefly responsible for the American loss of export markets and for the inability of America to compensate these losses by expanding into new export markets. There is the shortage of dollars. All this means, of course, is that foreign nations have been unable to sell to us in the volume desired, and thus are short of dollars with which to buy the goods they want (presuming the prices charged by us are "right"). A second factor is development abroad. India is trying to become self-sufficient in locomotives; Brazil is building up its steel potential;

Britain is developing its exportable wares.

A third factor is our tendency to export for relief rather than for trade. If we dump goods, if we fail to package properly, we invite ill will and lose markets. There isn't much the American exporter can do about the first two factors; there's plenty he can do about the third.

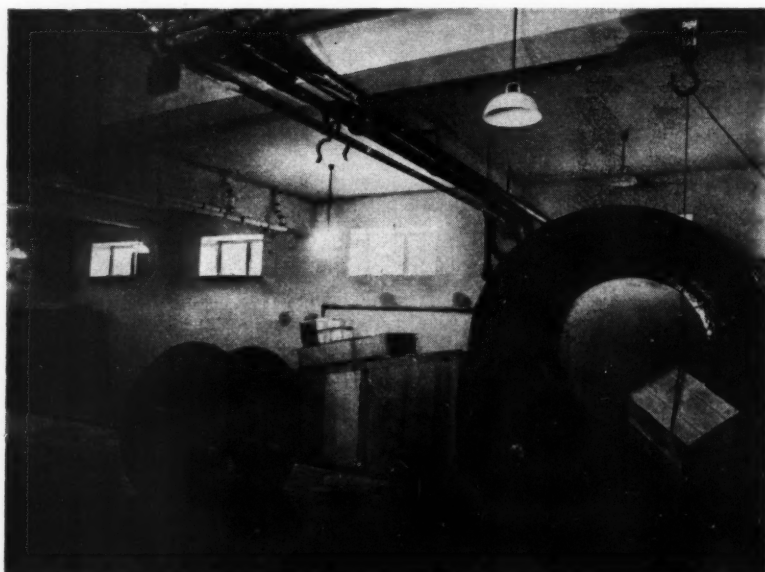
To an alarming degree, merchandise from this country is being shipped in containers which are badly designed, poorly packed, carelessly sealed, and illegibly marked. Hundreds of millions of dollars worth of goods are damaged an-

nually between the shipper's plant and the receiving platform of the overseas consignee. Exact figures, of course, are not available. Reliable estimates for 1948, however, begin at \$500,000,000 and go as high as a billion. But even such figures as these tell only part of the story. For over and above the merchandise loss, great as it is, there is the disastrous, inestimable loss of American prestige.

A recent U. S. Foreign Service report had this to say: "Officials of the Manila Port Terminal and the Philippine Bureau of Customs are growing increasingly concerned because of the poor packing of goods imported from the United States. Packing of merchandise received from many other countries is reported to be noticeably superior. In many instances vessels have arrived with 30 to 50 trailers of cargo from the United States in bad condition. Second-hand cases reportedly are used frequently without metal bindings, and light cardboard are utilized to pack glassware and other fragile merchandise. It is stated that fine textiles are often packed in inadequate plywood boxes . . . The broken containers left lying on the piers tend to invite pilferage, thus adding to the losses resulting from poor packing."

In the same connection, H. T. Holbrook, manager, Packaging Materials Division, Bulkley, Dunton & Co., has stated that "very often the only difference between the acceptability of American merchandise and that of Britain or Germany

Testing laboratory. Equipment includes rotating drums, drop-test apparatus, and inclined plane tester.



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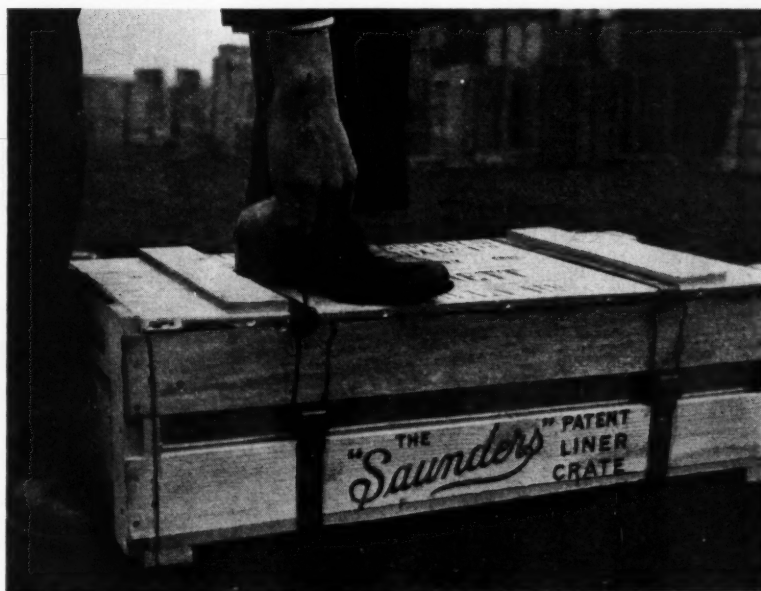
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Hygienic fish crate. Light aluminum liner, which fits inside the crate, can be taken out and washed.

Lid of "liner crate" is clamped with two spring clips. No nails required. Crates come in three sizes.



[before World War II] was the difference in the condition of the merchandise upon receipt at point of delivery." This difference accounted for much of the British and German strength in South America and in other markets prior to the last war. This same difference is causing the American trader to lose out to foreign competitors today.

Here's what's happening. Recently, at a South American port, an American and a British shipment of radios were received at the same time. Both shipments, after being unloaded, were held in government warehouses prior to customs inspection and to the collection of duties and other charges from consignees. American radios were packed individually in cardboard cartons; hence, each carton had to be checked separately—much to the annoyance of overworked customs officials. The British radios were shipped 20 to 25 cartons in a wooden case; naturally, the checking job was far simpler. In addition, as a result of the packing, the American shipment, lest the bottom cartons be crushed by those on top, could be stacked to a maximum height of only 10 ft. The warehouse was 25 ft. high; thus, more than half the storage space was wasted. The warehouse was over-crowded and space was at a premium. The British crates, because of their sturdy construction, could be piled to the ceiling. Needless to say, the flimsily packed American radios had suffered the greater damage during the voyage. Neither custom officials

nor consignee expressed at that moment sentiments calculated to warm the heart of the American exporter.

Other examples abound. Cargoes which will wind up on narrow European freight cars are packed as if their entire voyage is to be made on American rolling stock. Foreign packaging and marking regulations frequently are ignored. Goods which will be held up in foreign ports for as long as 18 months—often with little or no shelter—are shipped in sleazy containers.

The obvious question to ask about all this is "WHY?" It seems hardly likely that the United States, the most knowing-how nation in the

world, somehow has been unable to master the know-how of packaging. Yet the facts are there: \$500,000,000, irate customs officials, concern in Manila. How is it that Britain, a nation less technologically advanced than ourselves, can out-package us right down the line—right out of export markets, said Mr. Holbrook?

Attitudes

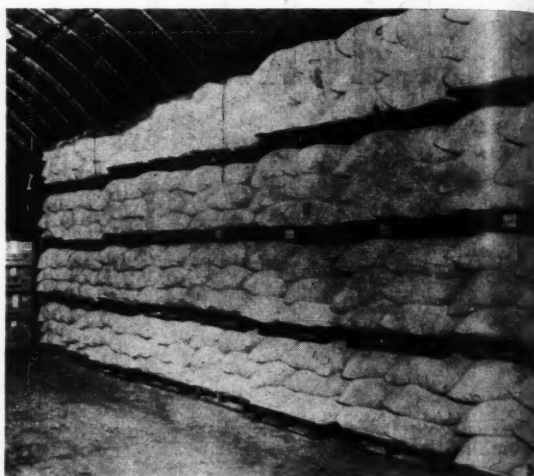
Many a British export package bears the stenciled slogan, "Britain Delivers the Goods." The slogan is more than puffery. It says, in essence, "We may not have the tre-

(Continued on page 31)

Waterfront Merry-Go-Round

Closely related portside distribution functions are being divided and subdivided on the antiquated notion that "the devil take the hindmost."

By EVERETT STARR

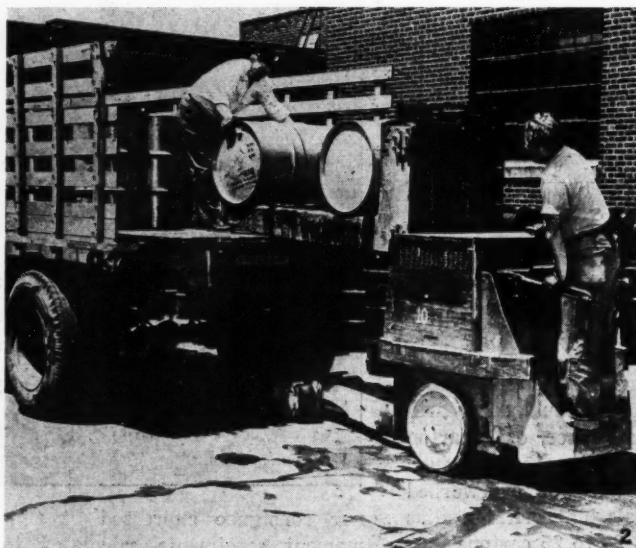


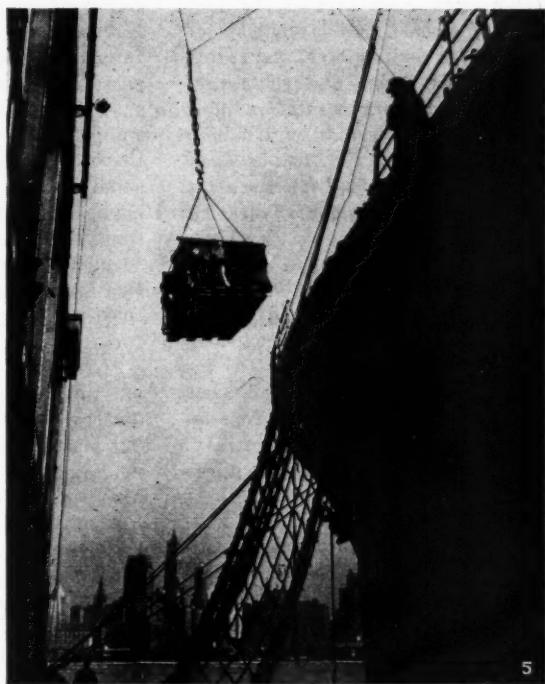
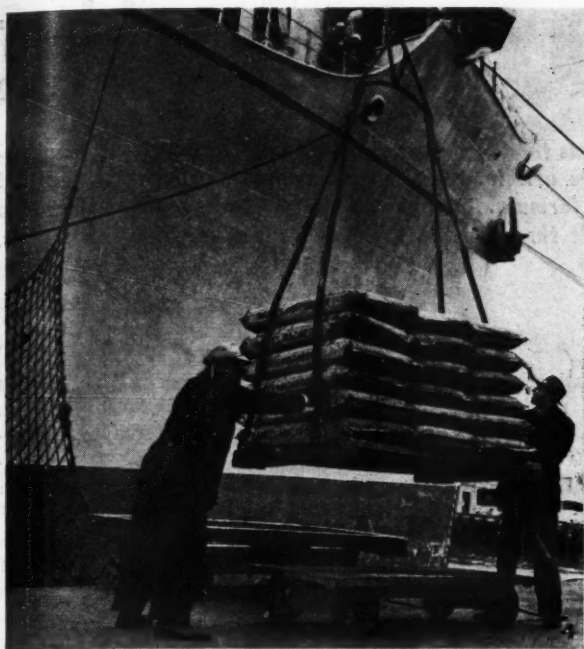
TO those familiar with conditions at the Port of New York it must come as no surprise that this great Atlantic gateway apparently is losing business to erstwhile lesser lights. A survey of New York's port facilities reveals a startling lack of efficiency—hence economy—in operation. And when a port fails to give its customers efficient service at low cost, the customers take their business around the corner. In this case, around the corner means New Orleans and other ports.

It seems ironical that tradition should be at the root of New York's waterfront problems—the traditions of the pier operators, the steamship companies, the stevedore contractors, the truck and railroad operators, the public warehousemen, the traffic managers—all who have contributed to the development of this billion-dollar waterfront enterprise. Tradition here reflects insufficient cooperation toward the over-all objective of maximum economy, and involves other factors which are responsible for severe limitations on efficiency and economy. These factors are evidenced, among other things, by high handling charges (often due to an insufficient supply of modern materials handling equipment) and by delays at unloading points.

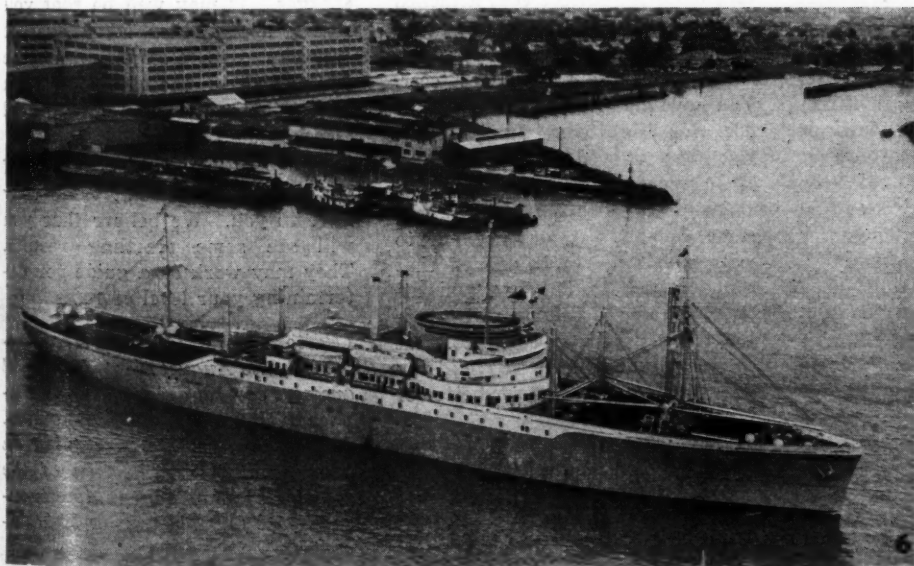
Investment in port facilities (in-

(Continued on page 34)





AROUND AND AROUND we go at portside. Fig. 1 shows highway and rail transportation, two phases of distribution. Here, a truck brings goods to warehouse. Materials handling, another phase of distribution, is depicted in Fig. 2, merchandise is being unloaded from a truck. Fig. 3 illustrates warehousing, still another phase. Figs. 4 and 5 bring out more materials handling, authority for which is vested in ship owners and/or stevedoring firms. In Fig. 6, a ship, representing the water-transportation phase of distribution, is steaming away from docks and portside warehouse.



Trucking

This is the second part of Mr. Odell's three-part trucking-costs article. Here, he gets down to the brass tacks of the formula. Recommended to stout-hearted citizens who don't throw in the sponge at the sight of a few figures.

By ROBERT F. ODELL

(Our June issue carried the first part of Robert Odell's analysis of class rates for truckers, and stated basic assumptions and facts preliminary to his presentation of a formula for determining trucking costs by the run. For the benefit of those who do not find it convenient to refer to that issue, we present a summation.)

COSTS are divided into two major classifications: (a) direct costs of operation, including labor and vehicle costs, and (b) indirect costs, which take in all other expenses. This division, from an accounting standpoint, is arbitrary. However, a simple formula requires a simple cost breakdown.

Direct costs do not include rubber; exact determination of remaining rubber wear is difficult. Repairs are in the same category; determination of the cost of a breakdown is complicated by the fact that you cannot apply that cost to the costs of the run on which the breakdown occurred. The same considerations apply to office and other expenses; consequently, these must be looked at from a long-term view. Also, these costs do not vary in direct proportion to changes in volume of business, thus again indicating that they are indirect costs. On the other hand, labor and gas-and-oil are ascertainable over a longer or shorter period of time.

The first step in setting up a formula on profit and loss for each trip is to determine the ratio of indirect to direct expense. To do this, divide total indirect outlay for the year by total direct expenses. The resultant ratio is termed "I."

A run is an outbound and return trip, hence a two-way haul. Distance covered is immaterial. A possible objection is that you cannot

set up a formula when you have different classes of freight taking different rates, etc. Class rates supposedly are constructed to compensate for commodity characteristics, weight factors, etc. Theoretically, therefore, you should receive the same return per ton-mile for all classes of freight. If you determine that there is no complete uniformity, it will still be true that there are compensatory factors and that, generally, results will be uniform.

If freight is accepted above or below the class rate, you immediately destroy the ton-mile-return picture, but you do not change the ratio of your indirect to direct costs as this has been predicated on past performance, not on present or future estimates of expenses. As this is the case, you will have to compensate for any change in class rates when determining the total costs for this freight. Assume that you have a class rate of 40c. on a certain item. There will be a certain definite indirect cost attached to handling any shipment of the item, and that indirect cost will be x dollars per dollar of direct cost. You have filed a commodity rate of 36c. for the item. Immediately, you have reduced your revenue by 10 percent, but you have not changed your cost factor by the same amount. It may well be to your advantage to have filed that commodity rate, because you attracted traffic in volume, or because you reduced your direct costs. But the important point is this: did you change your operation for better or for worse?

Part II

Study the formulas. Note that D/C and B/A both adjust indirect cost to class-rate level under the as-

sumption that any commodity rate is put into effect because the direct labor costs are altered by the nature of the shipment. If the commodity or special rate is less than class rate D/C for run, and B/A for the shipment, increase the indirect cost to class-rate level; if the commodity or special rate is more than the class rate, reduce the indirect cost to the class-rate level.

All of the factors in these formulas, with the exception of the ratio of indirect to direct expenses are very easy to obtain. Weight of each shipment, total weight hauled on run, rate charged per cwt. for each shipment, revenue of each shipment, and revenue of run, can be taken right from your pros. If any of the rates charged are below or above class rates you know it, and the class-rate charges can easily be computed from your tariff. You know what your driver's wages are, and you can easily ascertain the amount of your other labor charges. It may well be that you should apply other labor against only one or more shipments on the run and not on the entire run. You can easily do this. Gasoline and oil you measure.

Try the formulas out on some of your runs to see what value they have to you. We believe that you will see some startling results. They may work as a guide for determining your level of rates.

(Editor's note: In part III, to appear in the August issue, Mr. Odell answers several objections and complies with requests for clarification. In addition, we are presenting an example of the application of the formula to an actual run, to demonstrate the formula's use and significance.)

Costs by the Run

EXAMPLES	CLASS RATES	DROP CLASS RATE 10%	RAISE CLASS RATE 10%
Single Shipment on Run			
W Weight of Shipment	20,000 lbs.	20,000 lbs.	20,000 lbs.
T Total Weight on Run	20,000 lbs.	20,000 lbs.	20,000 lbs.
R Rate Charged for Shipment	\$.50	\$.45	\$.55
A Revenue of Shipment	\$100.00	\$ 90.00	\$110.00
B Revenue of Shipment @ Class Rates	100.00	100.00	100.00
C Revenue of Run	100.00	90.00	110.00
D Revenue of Run @ Class Rates	100.00	100.00	100.00
L Drivers Wages for Run	20.00	20.00	20.00
H Helpers Wages for Run	20.00	20.00	20.00
G Cost of Gas and Oil for Run	10.00	10.00	10.00
I Ratio of Indirect to Direct Expenses	150%	150%	150%

Formula for Run

$$C :: (L + H + G) + (L + H + G) \frac{ID}{C}$$

At Class Rates $100.00 :: (20.00 + 20.00 + 10.00) + (20.00 + 20.00 + 10.00) \frac{1.5 \times 100.00}{100.00}$
 $100.00 :: 50.00 + 75.00 = 125.00$ Loss of 25.00 on Run

At 10% Below Class Rates $90.00 :: 50.00 + (50.00) \frac{1.5 \times 100.00}{90.00}$
 $90.00 :: 50.00 + 83.33 = 133.33$ Loss of 43.33 on Run

At 10% Above Class Rates $110.00 :: 50.00 + (50.00) \frac{1.5 \times 100.00}{110.00}$
 $110.00 :: 50.00 + 68.18 = 118.18$ Loss of 8.18 on Run

Formula for Shipment

$$A :: \left((L + H) \frac{A}{C} + G \frac{W}{T} \right) + \left((L + H) \frac{A}{C} + G \frac{W}{T} \right) \frac{IB}{A}$$

At Class Rates $100.00 :: \left((20.00 + 20.00) \frac{100.00}{100.00} + 10.00 \frac{20,000}{20,000} \right) + (same) \frac{1.5 \times 100.00}{100.00}$
 $100.00 :: 50.00 + 75.00 = 125.00$ Loss of 25.00 on Shipment

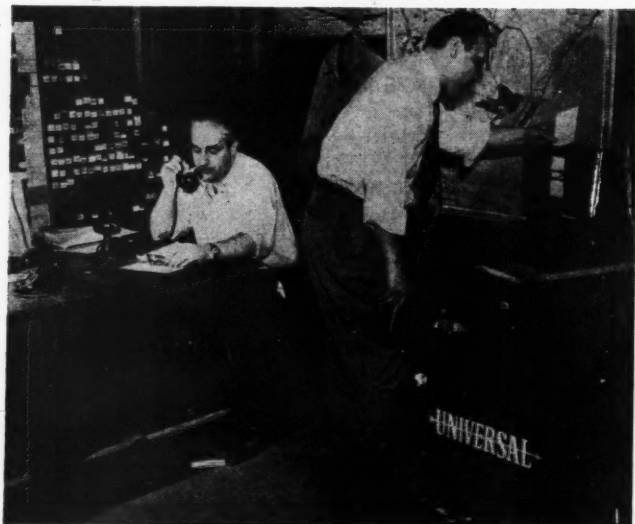
At 10% Below Class Rates $90.00 :: \left((20.00 + 20.00) \frac{90.00}{90.00} + 10.00 \frac{20,000}{20,000} \right) + (same) \frac{1.5 \times 100.00}{90.00}$
 $90.00 :: 50.00 + 83.33 = 133.33$ Loss of 43.33 on Shipment

At 10% Above Class Rates $110.00 :: \left((20.00 + 20.00) \frac{110.00}{110.00} + 10.00 \frac{20,000}{20,000} \right) + (same) \frac{1.5 \times 100.00}{110.00}$
 $110.00 :: 50.00 + 68.18 = 118.18$ Loss of 8.18 on Shipment

From this you see that a decrease of 10% in the class rate without changing direct costs means an increase of 18.33 in total expenses for the run or shipment. An increase of 10% in the class rate without changing direct costs means a decrease of 16.82 in total expenses. You should never publish a lower commodity rate unless you can save on direct costs.

Quality Service by Forwarder

" . . . the forwarder who lays stress on service and not on large profits will find that a large enough profit will eventually come through an increased volume of traffic."



THE scene is the dispatcher's office at the St. John's Park Depot, Universal Carloading & Distributing Co., New York. A shipper has just called the general office upstairs requesting the company to handle a shipment for him. The girl receiving the call takes down all necessary information and transmits instructions to the dispatcher's office via machine. (Fig. 1.) The instructions are torn from the machine and a truck is immediately dispatched to the pick-up point. (The board to right of man at telephone indicates the location

of the various trucks employed in the pick-up service. Such information enables this particular company to get maximum efficiency in the utilization of its trucks. The method has been made to fit the operation.)

In Fig. 2 the merchandise has arrived at the freight depot. It is being unloaded from the truck which had been dispatched to the shipper's dock. Note care exercised in unloading and stacking. At the depot the shipment is grouped with other shipments under a control system operated through the office.

In this way, carload lots are formed. Lots are carefully loaded (see Fig. 3) with the aid of materials handling equipment carefully chosen to fit into the forwarder's system. Note fork truck at far end of platform edging a crate into a box car. Here—as elsewhere in the system—there is a piece of equipment between Mother Earth and the package at all times.

One factor to be considered in merchandise protection is stacking. Truck-loading for shipment to depot, truck-unloading and car-load-

(Continued on page 56)

BRITISH APPROACH

(Continued from page 25)

mendous assembly lines, the ample supplies of raw materials, the masses of skilled workers; but our customers can be certain of prompt delivery; our merchandise is properly packed."

Generally, a U. S. producer, even though he exports a certain quantity of his product, considers himself a manufacturer rather than an exporter, and thinks in terms of manufacturing rather than in terms of exporting. His British counterpart, on the other hand, thinks of himself as manufacturer and exporter. The difference is not small.

Frequently, the British business man maintains control over a shipment from the time it leaves his plant to the time it arrives at its distant destination. He is an exporter, and being an exporter, keeps abreast of foreign laws and regulations; of political, economic, and social changes in the countries to which he ships; of changes in port conditions and in inland transportation facilities. Knowledge is available to him through his government, through his representatives, and through his long-established contacts abroad. The U. S. business man—the manufacturer—tends to concentrate his efforts within his own plant. Putting the product into the package is enough; he's much less concerned with putting the package around the product.

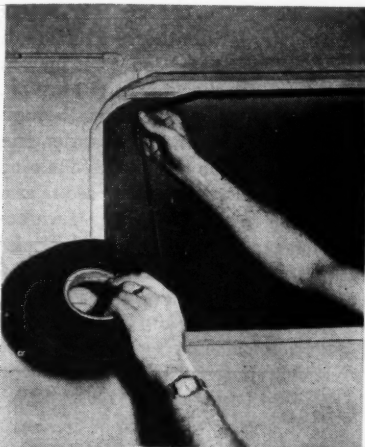
It is not a question of *know-how*, then, but rather, of *care-how*. Actually, according to an official of V. W. Roshell & Co., Ltd., one of Britain's leading manufacturers of packaging supplies, "Most developments in British methods of packing originated in the United States." Even the *British Standard Packaging Code*—the British exporter's bible—is based in good part on the *U. S. Army-Navy Specification for Packaging*. In the introduction to the *British Code* one reads that "the United States specification has been of the utmost value [in the compilation of the *British Code*] and has been followed as far as practicable."

In a sense, therefore, it can be said that Britain outclasses us by attitude and application. Lacking

our excellent packaging machinery, plagued by shortages of wood, nails, and steel strip, its labor supply far from adequate, its industries not fully recovered, Britain still is able to "deliver the goods."

Differences

For one thing, the British exporter makes a clear distinction between export packaging and import packaging. An analysis of the commodities in American foreign trade



Chrome Lock, a product of Products Research Co., Los Angeles, is a specially compounded and impregnated felt, containing zinc chromate as a corrosion inhibitor. It is used for protective gasketing or sealing between all types of faying surfaces, such as flanges and lapped or butted joints. Under bolted, screwed or nailed pressure, the resins traverse within the felt and are also extruded onto the faying surfaces in sufficient quantities to form a positive dam. The resultant seal is said to exclude or retain air, water, dust, etc. Used to seal skin laps on trailers, railroad cars, etc.

reveals that about 13 percent are crude materials which require no packaging; 25 percent are boxed or crated goods (generally, well packed—possibly, a trifle overpacked); and 62 percent are light goods (generally, poorly packed). The basic trouble with much of the light goods exported by U. S. shippers is that they are packed not for overseas shipment but for domestic transportation. Thus, an electrical appliance intended for South America or Africa might be shipped in the same type of packing as would be used to ship it to a neighboring

town. This explains why expensive textiles end up in the Philippines in containers designed to carry goods to a mid-Manhattan textile converter.

There is, of course, a reason for the wide use of "domestic" containers in overseas trade. It is easier to put commodities into one type of package than to pack each shipment differently. Then too, the "export" package is more expensive. But, these conditions hold true for the British exporter no less than for the American. He too is a mass producer and a mass packer; he too is concerned with costs. But because he is indoctrinated with a realistic knowledge of export trading, he knows that a "domestic" package eventually costs more—that the extra time and money spent on good export containers bring a substantial return not only in lower insurance costs and other tangible benefits, but also in customer good will and increased prestige.

"Packing a Package"

The *British Code* states that a poor package properly packed will travel better than a proper package poorly packed. The failure to recognize this principle accounts for much of the damage to American export commodities. The properly packed package is by no means a standard entity. For metal structural parts, it may entail painting, plating, or other corrosion-prevention measures. It may also include bracing and bolting within the container. All the innerpacking techniques used by the British are familiar to American shippers; their use does not entail knowledge of secret processes.

One of the more interesting British techniques is "repacking." In essence, it entails the use of domestic containers plus an outer export package. Thus, a cardboard carton of fragile chinaware packed for English home trade is readied for export shipment by the simple expedient of placing it in a sturdy wooden case and binding it with steel strapping. The original container, instead of being destroyed, is used as the interior packing.

A modification of this technique was introduced in this country during
(Continued on page 43)

DEPRECIATING

(Continued from page 19)

turned up operators who had purchased equipment some years ago and had not yet written it all off. If our survey work sheets are correct, about 70 percent are in this category. They have an opportunity to make adjustments now that will minimize the differential between the original cost and the higher replacement cost existing today. They may include a higher figure for depreciation in their current costs, to line up with the increased cost of replacement equipment.

Because of the variance in organization set-up and in business conditions, it is difficult to offer specific counsel on this subject. Corrective action depends upon many variables. The individual business man can, however, investigate his own depreciation set-up and take steps that will get results in his particular case.

By increasing the rate on depreciable assets not yet written off, a management can compensate for any difference between the rate set

originally and the increased rate needed to meet the higher cost of replacements. This increase is not deductible on the income tax return, hence the books should show a separate account: "reserve to cover increased cost of replacement equipment." Many concerns have opened such accounts.

It should be remembered that reserves are only book figures created by charging profits for depreciation, and crediting reserves. The purpose of a reserve account is to keep the surplus or net worth in proper perspective. On paper the net worth or surplus is inflated if insufficient depreciation has been written off. However, an operator may have set aside \$20,000 for materials handling equipment in his reserves, and not have \$500 in the bank. When he buys replacements he needs real money or credit. If his reserve accounts are inadequate his financial standing may be impaired and he may not get the credit. To make certain that there will be cash in the

bank at the time replacements are needed, the management must "freeze" its depreciation write-offs in a sinking fund. Before the war it was estimated that fewer than 10 percent of the business concerns carried sinking funds to buy replacement equipment; today, with high taxes affecting working capital, this percentage is probably much lower.

The business man should compare the figures on his reserve account with his working capital to determine whether he can pay for new equipment without borrowing. He should not let his reserves lull him into a false sense of security even if they total a substantial sum. Working capital is the difference between current assets, cash, receivables and inventory, on the one hand, and current liabilities, bills payable, loans and accrued liabilities for wages, interest, taxes, etc., due but not yet paid, on the other. Usually when the ratio of current assets to current liabilities is two-to-one—\$2,000 in current assets to every \$1,000 in current liabilities—the working capital is considered to be in good shape. If it runs better than two-to-one you may have sufficient excess to finance replacements and pay current obligations promptly. The two-to-one ratio is an average ratio. It applies to industry in general rather than to individual industries. Actually the ratios applicable to different industries within the economy vary widely.

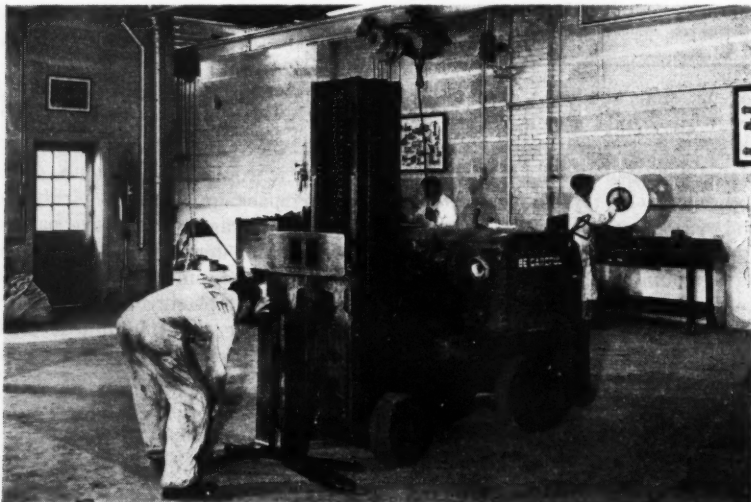
Management reports that trade-in allowances present an accounting problem today. This problem is twofold. (1) How to deal with the difference between written-down (book) value and market value. (Because equipment has gone up in price the seller of new equipment may offer for the used equipment more than the unrecovered cost recorded on the buyer's books.) (2) How to deal with the unrecovered cost (book value) re cost of new equipment. This problem may be dealt with as follows: management should disregard the allowance for the used equipment and add the price of the new equipment to the unrecovered cost on the books (original cost less the write-downs), then depreciate the total over the life of the new equipment. This, of

Regional Office

Yale & Towne Mfg. Co. has opened a regional office at 5845 Centre Ave., Pittsburgh, to provide the users of Yale mechanized handling equipment in the Pittsburgh area with factory-approved spare parts and repair services. A staff of 25 sales engineers and service personnel occupy the 8,800 sq. ft. which comprise the new building. Samuel W. Gibb, general sales manager of the Philadelphia Division of Yale & Towne, reported at the Pittsburgh opening that

every important industrial region in the country would be similarly served. Chicago, he stated, is the next city scheduled for a regional office to offer preventive maintenance and repair services. F. Gordon Ricker is Pittsburgh regional manager; Roy J. Arehart is district manager, hoisting equipment.

Photo shows portion of repair shop. Note diversity and complete array of equipment.



course, is a book computation. If the old equipment is sold at a profit, the management must pay a tax on the gain. Conversely, if an owner is offered less for old equipment than it is valued on the books, he should sell it for cash; the loss is deductible as such on the tax return.

Write offs

Taxes and write-offs came in for considerable comment by those controlling company finances. It was generally agreed (although not always followed) that a depreciation schedule should be kept on each unit or group of similar units. The schedule would show original cost, date purchased, trade-in allowances, estimated life-span, amount written off to date and unrecovered cost. The rate should be carefully set.

Experience figures are good guides. The treasury places strong emphasis on the use of experience figures in setting depreciation rates. In a number of cases, write-offs higher than average were passed because management could show by the records that this was the average useful life in their plants. If a taxpayer can show by his experience figures that a certain unit or group terminated its profitable usefulness in six years, he may be permitted to write off the replacement in six years, even though the average life-span is higher. This is a good reason for keeping accurate depreciation schedules.

Write off the units individually or in groups of similar units. We found that many operators lost money by charging off a flat rate on all equipment. Equipment differs, sometimes widely, in its ability to withstand wear and tear. If a large number of units in the group wear out at a rate faster than the composite rate, the management short-costs operations and may pay an excessive tax.

Accelerated Depreciation

Accelerated depreciation presents another problem. The taxpayer can increase the rate if he can justify it. Usually an increase is allowed if the depreciable assets are put to more use than at the time the rate was set. This accelerated depreciation has no connection with increased depreciation recorded to meet the higher cost of replace-

New Idea

Public warehousing, in all its aspects, is a service industry. It manufactures no products—it produces nothing which is tangible. Partly for this reason, receivers of goods often are unaware or indifferent to the fact that goods stored in public warehouses have been so serviced.

Perhaps what the industry needs is some printed notice on goods which have been public-warehoused, notifying receivers of that fact. The idea seems most suitable to merchandise warehousing and particularly to cartons or paperboard containers of the larger type. It is undoubtedly true that an additional cost would be faced, but this cost (on a per package basis) would be negligible and would be more than balanced by the public-relations value which would undoubtedly accrue. We can visualize

an inscription (stamped or stencilled) such as: "This product has been public-warehoused" or "Stored and shipped by (X) Warehouse Co., a public warehouse."

The same approach could be taken with respect to modern materials handling equipment and motor-freight or air-freight operations. Each of these involves a service—utilizing modern handling equipment in any phase of distribution, whether by the shipper or the warehouseman or the transporting agency—and one that deserves not only general public recognition but particularly the recognition of those in industry.

This idea would obtain the advantage that accrues to makers of brand-name merchandise and would be a good build-up for the industry generally.

ments, and is not deductible because it has nothing to do with wear and tear, but rather, with the buying power of the dollar.

Because equipment was put to heavy use during the past several years much of it has depreciated faster than anticipated. Reserves have not been increased accordingly, increasing the tax and short-costing operations. U. S. Steel has adopted a method of accelerated depreciation (involving some \$55 million in 1948) which the company justifies because it has been operating (in 1948 and 1947) at a rate above its long-term average of 70 percent of capacity.

There are at least nine methods of writing off depreciation. We found that on handling equipment used in distributing products, 90 percent of the operators use the straight-line method. Assume that the life span is 10 years, that the equipment cost \$25,000 and that the estimated salvage value is \$500; thus \$24,500 is written off in 10 years, or \$2,450 a year. This is the simplest method, the one most agreeable to the Treasury; other methods are so complicated in calculation that many managements report abandoning them for the straight-line computation.

Alert business men are campaigning for higher depreciation rates; some say the taxpayer should be allowed to write off depreciable assets in five years as he sees fit, that the uncertainties of business today make this high write-off necessary. R. G. Bloom of the Lukens Steel Co. suggests that the depreciation charges be based on replacement

values tied to the rise and fall in prices. Other leaders in industry, such as Dr. Frank Surface of Standard Oil and Irving S. Olds of U. S. Steel, hold similar views.

There are indexes held in government agencies which could be used as impartial guides to allowable depreciation deductions on operating equipment. The Department of Labor, Bureau of Labor Statistics, maintains index numbers by years covering equipment in 143 industries, including conveyor, hoist, industrial truck, and tractor. Index series of this kind are occasionally published in the Survey of Current Business; their validity could hardly be questioned by tax agencies. The Controllers Institute of America, the society of business controllers, has research data on depreciation. The data, product of fourteen studies, could be used, the society states, to permit more realistic write-offs for wear and tear, to gear depreciation to current dollar value as distinguished from the dollars originally spent, and to provide a better means of establishing fair depreciation write-offs than an arbitrary rate provides. It would be something like parity prices for farmers.

Manufacturers, cost accountants and bankers were asked to give their opinions. Manufacturers were in favor of the change, but some accountants pointed out that if depreciation were accelerated in boom times a business would suffer from inadequate depreciation charges in poor times and fail to build up sat-

(Continued on page 39)

Shipper's No.
Carrier's No.

At _____, 19____

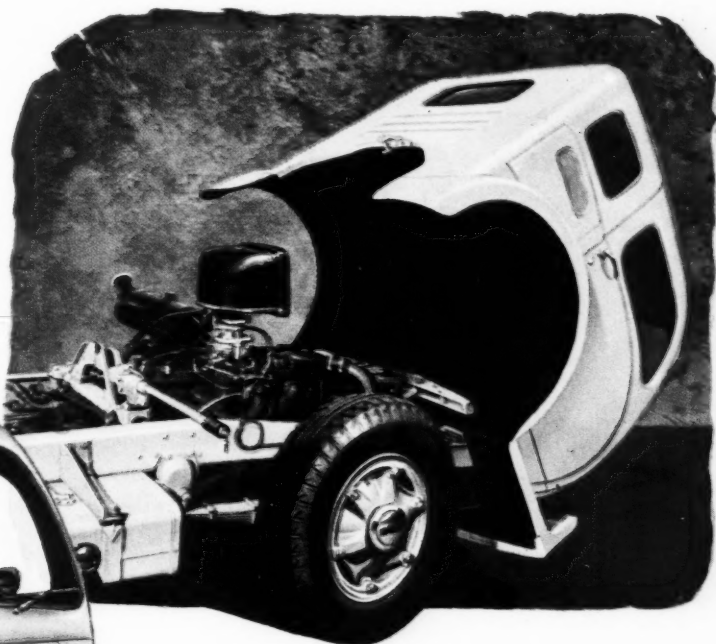
File Initials.....No.

PERFECT FRONT-END ACCESSIBILITY

... for both driver and mechanic

THE DRIVER saves time and energy ... thanks to curb-level step, wide doors, low cab floor with no obstructions to interfere with getting in and out either side, quickly and easily.

THE MECHANIC saves time, is able to do better work ... thanks to complete accessibility of mechanical parts at "bench-height". Power-lift cab provides this in less than 30 seconds at the turn of a key.



THIS ENTIRELY NEW KIND OF TRUCK is a modern machine tool of transportation ... engineered to do more work in less time. It saves time ... "getting there" in present-day traffic, parking and unloading. It saves driver energy ... helps to make him a better driver. It saves servicing and inspection time ... permits the maintenance man to do better work because of "bench-height" accessibility to the engine and all front-end mechanical parts. Ask your local White Representative for all the time- and cost-saving facts as they apply to your business.



THE WHITE MOTOR COMPANY
Cleveland 1, Ohio, U. S. A.
THE WHITE MOTOR COMPANY
OF CANADA LIMITED
Factory at Montreal



FOR 50 YEARS THE GREATEST NAME IN TRUCKS

SPRINKLER SUPERVISORY and WATERFLOW ALARM SERVICE



The remarkable effectiveness of automatic sprinkler systems in minimizing fire losses depends on two important factors: (a) an adequate supply and distribution of water at all times; (b) immediate summoning of fire-fighting forces when the system operates.

These conditions are best assured by means of ADT Central Station Sprinkler Supervisory and Waterflow Alarm Service which maintains constant automatic supervision of shut-off valves and all other components of the sprinkler system controlling the water supply and its distribution.

With this service, the sprinkler equipment functions also as an automatic fire alarm system. When water flows from the sprinkler system an alarm is automatically transmitted to the ADT Central Station to summon the fire department or other protective forces.

Write for details on how ADT Services may be applied to provide better protection at less cost.

In addition to the prompt and efficient handling of alarms, ADT Service includes the following fundamental features, without which there is little assurance that any protective signaling system will function properly when an emergency arises:

- CONTINUOUS SUPERVISION • REGULAR TESTS and INSPECTIONS • COMPLETE MAINTENANCE

✓ #2 in a series presenting the principal ADT Services for the protection of life and property.



Automatic Fire Detection and Alarm Service



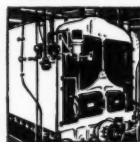
Sprinkler Supervisory and Waterflow Alarm Service



Burglar Alarm Service



Industrial Process Supervisory Service



Heating System Supervisory Service



Automatic Smoke Detection and Alarm Service



Holdup Alarm Service



Watchman's Reporting Service



Manual Fire Alarm Service

ADT

AMERICAN DISTRICT TELEGRAPH CO.
155 SIXTH AVENUE NEW YORK 13, N.Y.
Central Station in All Principal Cities

DISTRIBUTION AGE

Areas for new cargo



The CAB has made a four-way split of the U. S. in starting off all-cargo service. The fundamental basis for the certifications is location of principal traffic-generating points.

By JOHN H. FREDERICK
Aircargo Consultant

AFTER almost five years of deliberation the CAB has decided to certificate four air-cargo carriers. These companies will devote themselves to cargo exclusively. The Board's order is "tentative"; that is, interested parties may still demand an oral argument. Such a demand has, in fact, already been made by several of the previously certificated airlines; so it may be some time—at least the "experimental period" of five years—before the all-cargo carriers can consider their new lease on life to be final. There is, however, little chance that even after further argument the Board will reverse its decision.

The four lines upon which the Board has smiled are The Flying

Tiger Line, Slick Airways, U. S. Airlines, and Airnews, Inc.

Flying Tiger will be certificated to operate from Los Angeles and other West Coast points to Middle Atlantic and New England points, via a northern transcontinental route passing through the Great Lakes area (routes "A" on map. See page 40.)

Slick will be authorized to fly from Los Angeles and other California points to cities in the Mid-Western, Middle Atlantic and New England areas, via a southern transcontinental route passing through Texas (routes "B" on map).

U. S. Airlines will fly north-south (routes "C" on map) from Miami, New Orleans, Atlanta and other southern points, to the Great

Lakes industrial area and the Middle Atlantic area.

Airnews, Inc., which has been flying San Antonio daily papers to points in southern Texas will be permitted to carry cargo also. This will enable the company to obtain agricultural products from the Rio Grande Valley as return loads.

The Board, in allocating territory to the carriers, has followed the *area concept*, which was pioneered by U. S. Airlines in 1946. Regular service will be provided between principal traffic-generating points in one area and those in another area. Service to smaller points in each area will vary according to the daily and seasonal volume of cargo available at these points. The

(Continued on page 40)

Greater Service to Fork-Truck Users

Greater Opportunities
for Men Who Sell Them—

Clark Dealer Plan Achieves Both



WITH sales of its fork-lift trucks and industrial towing tractors exceeding all expectations, and with its position of production and engineering leadership firmly rooted in rich, productive soil, Clark Equipment Company, in its 30th year as a builder of materials-handling machines, has found it desirable to establish a nation-wide organization of independent franchised dealers as exclusive distributors of the products of its Industrial Truck Division.

THIS is indeed a far cry from 1939 when the entire output of the Industrial Truck Division was sold with ease by a handful of men!



TODAY's volume is twenty times that of 1939; and the Company's stature—financial and engineering—is more than twenty times as great as in 1939. A considerable number of the '39 machines are in daily service, and many older machines are in regular operation after 20 and 25 years. The conviction is natural that 30 years hence many '49 machines will still be "on the job" alongside the new output of 1979. There will be no "orphans" bearing the name "Clark."

TO KEEP PACE with increasing demands, and to deliver the broad and competent service which Industry expects from Clark, the Company has chosen this plan of selling through independent dealers as a sound and logical evolution. Until the middle of 1948, approximately one-third of Clark's Industrial Truck Division representatives were on an independent dealer basis. It is expected that by the end of

1949 the nation-wide dealer organization will be complete.



HEADING up the dealerships or actively participating in them are key men of Clark's erstwhile factory-branch sales offices—factory-trained men, tested and proved as capable materials-handling counselors. These men share with Clark management the conviction that they can deliver, under the new plan, a broader and more valuable service to their customers and to all users of mechanized materials-handling; that they face broader, deeper vistas of opportunities which ambitious men so earnestly desire—opportunities for independence, for building greater earnings by their own efforts, for achieving prestige and leadership in their communities.



ANOTHER influence which furthered the plan is the fact that Clark management historically has been engineers and manufacturers. By decentralizing marketing activities, Clark can intensify its emphasis on development of better materials-handling machines and methods—to the end that Clark products shall achieve even higher excellence at lower cost, shall become still more valuable to industrial users and to the dealers who serve them.

THROUGH your Clark dealer, all the advantages of Clark engineering, integrated production and matchless experience are quickly available to you. He is fully qualified to make an unbiased appraisal of your materials-handling operations, and to recommend the type of machine that will serve you most efficiently at lowest cost. It's "good business" to CONSULT CLARK.

CLARK EQUIPMENT COMPANY

INDUSTRIAL TRUCK DIVISION

BATTLE CREEK 11, MICHIGAN

OTHER PLANTS—BUCHANAN • JACKSON • BERRIEN SPRINGS, MICHIGAN
REPRESENTATIVES IN PRINCIPAL CITIES THROUGHOUT THE WORLD

AUTHORIZED CLARK DEALERS

ALABAMA: BIRMINGHAM

*M-H EQUIPMENT COMPANY
845 LOMB AVENUE

ARIZONA: PHOENIX

ROBERT H. BRAUN COMPANY
743 GRAND AVENUE

ARKANSAS: LITTLE ROCK

FRED J. VANDEMARK COMPANY
209 EAST MARKAM STREET

CALIFORNIA: FRESNO 1.

ROBERT H. BRAUN COMPANY
505 MASON BUILDING

LOS ANGELES 23
*ROBERT H. BRAUN COMPANY
3008 EAST OLYMPIC BLVD.

OAKLAND 3

*GLEN L. CODMAN COMPANY
10521 PEARMAIN STREET

SAN DIEGO
ROBERT H. BRAUN COMPANY
3872 FIFTH AVENUE

STOCKTON
GLEN L. CODMAN COMPANY
409 BELDING BUILDING

COLORADO: DENVER 2

*J. N. MEADE
420 U. S. NATIONAL BANK
Service: FORK LIFT TRUCK SERVICE
2855 WEST 8TH AVENUE

CONNECTICUT: NEW HAVEN

*C. E. REUTER CORPORATION
66 AMITY ROAD

FLORIDA: TAMPA

CLARK EQUIPMENT COMPANY
1145 ELLAMAE STREET

ILLINOIS: CHICAGO 4

*MODERN HANDLING EQUIP., INC.
310 SOUTH MICHIGAN AVENUE
Service: Cook County
LIFT TRUCK SERVICE COMPANY
6919 SOUTH HALSTED STREET

INDIANA: INDIANAPOLIS 5

*W. A. MARSCHE & SONS
1121 E. 46TH STREET
SOUTH BEND 14
*MATERIALS HANDLING EQUIP. CO. OF
SOUTH BEND, IND.
2625 SOUTH MICHIGAN STREET

IOWA: DAVENPORT

*BIG RIVER EQUIPMENT CO.
1344 WEST THIRD STREET

DES MOINES

*BIG RIVER EQUIPMENT CO.
914 GRAND AVENUE, ROOM 255

KANSAS: KANSAS CITY

Sales and Service:
(SEE KANSAS CITY, MISSOURI)

LOUISIANA: NEW ORLEANS

T. G. FRAZEE
910 CARONDELET BLDG.

MAINE: PORTLAND

BRODIE INDUSTRIAL TRUCKS, INC.
(CONTACT MALDEN, MASS.)

MARYLAND: BALTIMORE

FALLSWAY SPRING & EQUIPMENT CO.
CORNER FALLSWAY & LEXINGTON

MASSACHUSETTS: BOSTON (MALDEN 48)

*BRODIE INDUSTRIAL TRUCKS, INC.
50 COMMERCIAL STREET, MALDEN 46

MICHIGAN: BATTLE CREEK

CLARK EQUIPMENT COMPANY
INDUSTRIAL TRUCK DIV. PLANT

DETROIT 2

*CLARK EQUIPMENT COMPANY
6520 CASS AVENUE
Service: INDUSTRIAL TRUCK SERVICE, INC.
8815 HARPER AVENUE

MINNESOTA: MINNEAPOLIS 2

*MATERIAL HANDLING ENGINEERS
225 SOUTH 5TH STREET, ROOM 201
Service: SMITH-DUNN COMPANY, INC.
2301 UNIVERSITY AVENUE, S. E.

MISSOURI: KANSAS CITY 6

*CLARK EQUIPMENT COMPANY
1009 BALTIMORE AVENUE

Service:

LIFT TRUCK SERVICE & SUPPLY
NORTHWEST 15TH and McGEE STREETS
ST. LOUIS 8

*MATERIALS HANDLING EQUIPMENT CORP.
3820 WASHINGTON BLVD.

Service:

FORK LIFT TRUCK SERVICE CO.
511 CHANNING STREET

DEPRECIATING

(Continued from page 33)

AUTHORIZED CLARK DEALERS

NEW JERSEY: JERSEY CITY

*JERSEY INDUSTRIAL TRUCKS, INC.
34 EXCHANGE PLACE

Service:

BOND INDUSTRIAL MAINTENANCE CO.
51 CLARKSON STREET AT GREENWICH
NEW YORK 14—also

NEW YORK: BUFFALO

*BRODIE INDUSTRIAL TRUCKS INC.
1450 MICHIGAN AVENUE

NEW YORK 6

*BOND INDUSTRIAL EQUIPMENT CO.
165 BROADWAY, ROOM 2200 (OFFICE)

Service and Display Room:

51 CLARKSON STREET AT GREENWICH
NEW YORK 14—also
289 BOND STREET, BROOKLYN 31

SYRACUSE

BRODIE INDUSTRIAL TRUCKS INC.
712 STATE TOWER BLDG.

ALBANY (WATERVLIET)

*INDUSTRIAL TRUCK SALES, INC.
BROADWAY AT 25TH, WATERVLIET

NORTH CAROLINA: GREENSBORO

Service Outlet only:

INDUSTRIAL TRUCK SERVICE CORP.
629 SOUTH SPRING STREET

OHIO: CINCINNATI

ROBERT C. YOUNG, P. O. BOX 96

CLEVELAND

CLARK EQUIPMENT COMPANY
522 ROCKEFELLER BLDG.

TOLEDO 10

PERCIVAL L. REYNOLDS, 2558 FULTON STREET

OKLAHOMA: TULSA

ARST EQUIPMENT COMPANY
34 NORTH MADISON

OREGON: EUGENE

PRESTON FALLER COMPANY
891 TAYLOR STREET

PORTLAND 5

PRESTON FALLER COMPANY
1220 S. W. MORRISON STREET

PENNSYLVANIA: PHILADELPHIA 8

*CLARK EQUIPMENT COMPANY
401 NORTH BROAD STREET

Service:

PHILADELPHIA ENGINE REBUILDERS, INC.
330 WEST QUEENS LANE

PITTSBURGH

*MATERIAL HANDLING INCORPORATED
319 THIRD AVENUE

SOUTH DAKOTA: SIOUX FALLS

CENTURY EQUIPMENT & SUPPLY CO.
22 WEST 7TH STREET

TENNESSEE: MEMPHIS 3

*FRED J. VANDEMARK COMPANY
1110 UNION AVENUE

TEXAS: DALLAS

*T. G. FRAZEE
1012 FIRST NATIONAL BANK BLDG.

Service:

TRUCK EQUIPMENT COMPANY
2409 COMMERCE STREET

HOUSTON

*T. G. FRAZEE, 810 PETROLEUM BLDG.

UTAH: SALT LAKE CITY

A. J. ISAACSEN, JR.
45 SOUTH 3RD WEST STREET

VIRGINIA: NORFOLK

*McLEAN-SHAND, INC.
955 WEST 21ST STREET

WASHINGTON: SEATTLE 1

*PRESTON FALLER COMPANY
1921 MINOR AVENUE

SPOKANE 9

PRESTON FALLER COMPANY
EAST 41 GRAY AVENUE

WISCONSIN: MILWAUKEE 2

*CLARK EQUIPMENT COMPANY
759 NORTH MILWAUKEE AVENUE, ROOM 623

Service: LIFT TRUCK SERVICE CO.

5710 WEST NATIONAL AVENUE

DISTRICT OF COLUMBIA: WASHINGTON

CLARK EQUIPMENT COMPANY
927 15TH STREET N. W.

TERRITORY OF HAWAII: HONOLULU

*PRESSED STEEL CAR COMPANY
538 REED LANE, P. O. BOX 300

*Sales and Service.

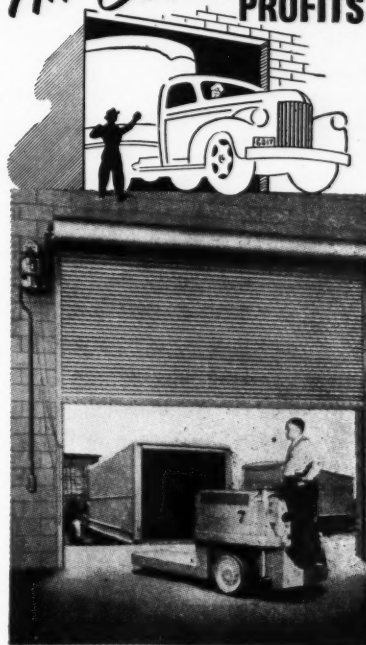
For Names and Addresses of Export Distributors, write to: Export Division, Clark Equipment Co., Battle Creek, Mich., U.S.A.

isfactory reserves. Proponents contended that in boom times high depreciation charges deflate the boom and that in hard times they ease the bust. Their reason was that high depreciation charges tend to lessen the necessary capital charges which must be added to costs during poor business periods. This contention may be objected to because of the fact that depreciation charge-offs should primarily reflect wear and tear, not economic cycles. Also, the lower write-offs (when business is low and the dollar is "in high") may result in a substantial unrecovered cost on the books when the equipment is ready for the scrap heap. In effect, this means that the business has been using up its equipment faster than it has recorded depreciation on the books; it has not charged up enough depreciation in its costs; expense is too low on paper; there's an "invisible loss" that will reduce net profit. Moreover, if the rate is below actual wear and tear when times are bad, the profits are higher on paper and the business pays an excessive tax when it can least afford it. Lastly, over-under depreciation would be so complex and so laden with pitfalls that it would be of doubtful validity.

After discussing this matter with executives, we believe that the proposal to write off (for tax purposes) materials handling equipment in five years has merit, even though it is perhaps the least likely method to be accepted by the Treasury.

It will simplify this troublesome problem in the distribution field. It may be necessary, in some cases, to increase the life span, but permitting management to write off depreciation within a fixed number of years should simplify a troublesome problem for the cost accountant, for management and for the tax office. It will give business a chance to salt away funds for replacements and expansion. They are needed to assure maximum employment. Gearing the write-off to the rubber dollar, we believe, would increase paper work and cause as much disagreement as the procedure now in effect.

"All-Clear" PROFITS

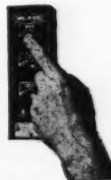


Ban bottlenecks at doorways with KINNEAR DOORS

Lost time, wasted manpower, excessive heating and air-conditioning costs are often the price of doorways that lack the full clearance, space-saving features and operating ease of Kinnear Steel Rolling Doors. These doors combine the smooth efficiency of coiling upward action with the rugged resilience of interlocking steel slat construction. They completely clear the way for free flow of traffic. Rising vertically, they roll compactly above the lintel, out of reach of damage from wind or vehicles. All surrounding floor and wall areas remain usable. When closed, the doors form a sturdy steel barrier against fire, theft, intrusion, and weather. They are easy to open and close, whether operated by hand, by chain or crank mechanism, or by motor operators.* Doors made to fit any opening in old or new buildings. Send for details.

*INSTANT CONTROL FROM ANY POINT

Kinnear Doors, when operated by motor, respond to finger pressure on near or remote pushbuttons.



THE KINNEAR MANUFACTURING CO.

1240-50 Fields Ave. • Columbus 16, Ohio
1742 Yosemite Ave. • San Francisco 24, Calif.
Offices and Agents in Principal Cities

Saving Ways in Doorways

KINNEAR
ROLLING DOORS

AREAS FOR AIRCARGO

(Continued from page 37)

Board, through expression of this latter principle, shows its recognition of the fact that certain items move sporadically, or seasonally, from points that might not support a regular air service, or in quantities that could not be handled in combination planes.

Through the area plan, such traffic is served when it is economically justified, and flexibility of routing between points served is retained.

Of course, the traffic-backbone of such a demand operation will be the movement between the major traffic centers of the country. But such a plan also serves points having irregular need for aircargo service, linking them directly with their major markets. The potential traffic from such points is important to the future of aircargo for the improvement of flow balance and the resultant over-all economies that can in turn be translated into lower rates.

As the map shows, there are five

major areas (Northeast, Midwest, Florida-Georgia, and Texas and Gulf), three medium-sized areas (Northwest, Omaha-Des Moines, and Gulf) and five smaller areas (Maine, Kansas City, Denver, Phoenix and Twin Cities). While the airlines which fly passengers, mail, express, and freight in combination planes along fixed routes stop at major cities all along the way, the all-cargo carriers are able to fly between the areas without stopping, thus taking advantage of the traditional flow of traffic between the major producing areas and skipping the relatively thin territory between.

The "area concept," be it noted, did not have its inception with the CAB decision in the aircargo case. It has its roots in current practice by lines like Flying Tiger. This line, working from major centers, solicits over large areas and has truck-pickup-and-delivery over the same area. A 100-mile radius is explored around New York City.

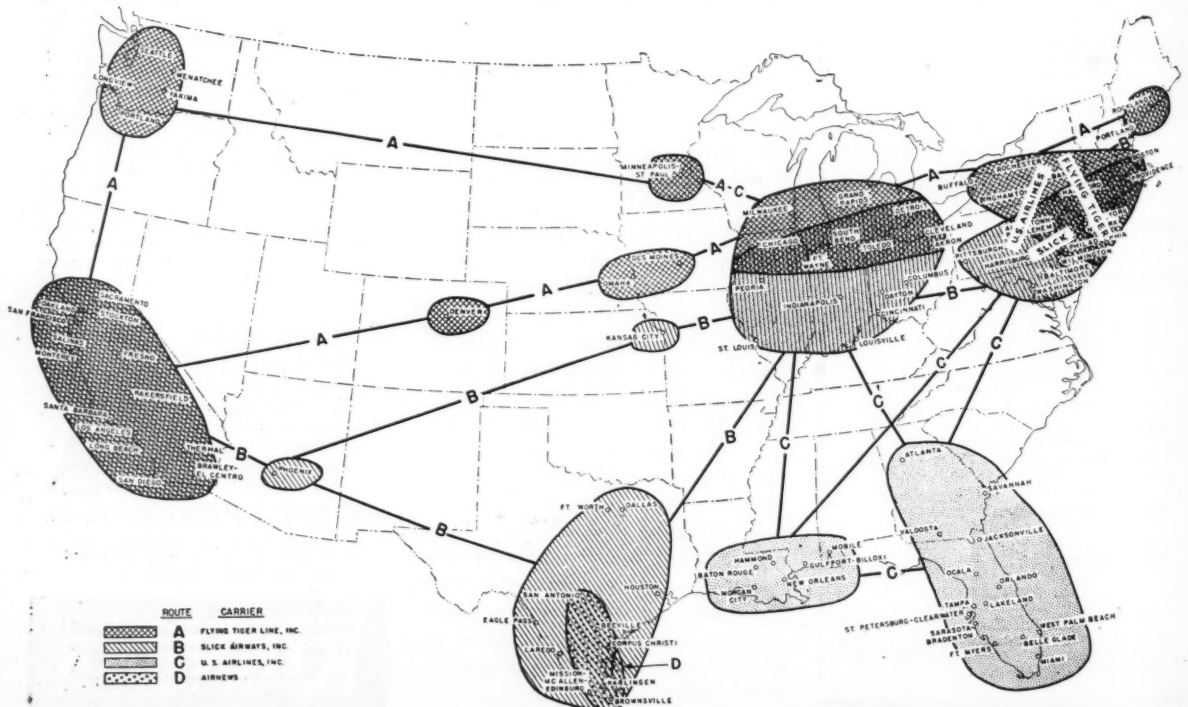
Let us follow typical operations centering around Newark Airport.

An inbound plane arrives at the airport at 7 P.M. The load is taken to New York the same night. Contract trucks then distribute the load over a wide area. By noon, the reverse process is followed. The contractors, incidentally, work for some air forwarders, and in this way even their volume in both directions. It should be stressed that aircargo operations are mainly trucking; it is estimated that this amounts to 80 percent of the entire operation. Two other factors are important: management and actual flying.

One further point: the ability of the all-aircargo lines to compete rests on several factors; they need not maintain elaborate set-ups; they cover a large radius from each center (thus holding down costs per center); and they utilize stevedores who are paid only for what is loaded or unloaded, thus keeping

(Continued on page 47)

All-cargo routes tentatively awarded by CAB





"BERLIN AIRLIFT" in your own home town!

WHILE ADMIRING the magnificent job done by the Berlin Airlift, did you ever stop to consider that your own city is probably also served by an airlift in the form of Air Freight?

Air Freight is one of transportation's greatest and fastest growing achievements, regularly and dependably delivered by the scheduled airlines of the United States to most of the nation's cities.

To the producer it offers wider distribution, faster turnover, and greater economy of operation. To the consumer it means extra selectivity, 'round the year availability, and lower cost on articles formerly available only at luxury prices.

An outstanding example of Air Freight's amazing

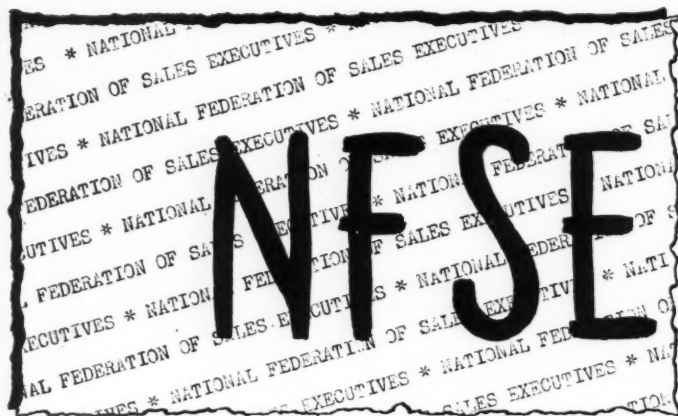
progress is the record of American Airlines, pioneer in the field. In 1944 American announced that it was prepared to deliver merchandise by Air Freight to 43 U. S. cities. The following year 666,845 ton miles of Air Freight were transported.

Three years later, in 1948, American was serving 73 cities and carried 23,204,517 ton miles of Air Freight, an increase of over 3000%. And, while the cost of most things were increasing, that of Air Freight was decreasing. In fact, the 1948 rate was 46% below the average of 1945.

Such rapid acceptance of Air Freight demonstrates the value of this new public service and also promises continuing growth in the future.



AMERICAN AIRLINES *Airfreight*



CONVENTION

The National Federation of Sales Executives' 14th annual convention stressed integrated marketing as the key to prosperity, and underlined the vital role played by sales management.

IN the role of guest speaker at the editors'-panel session of the 14th annual convention of the National Federation of Sales Executives, held at the Stevens Hotel, Chicago, May 23-25, Harry S. Webster, Jr., publisher and editor of this publication, stated to sales executives from every section of the country his belief that they could "maintain sales . . . *provided* it is recognized that sales (comprise) but *one* phase of all the basic phases of distribution."

Mr. Webster's remarks, devoted to a timely re-affirmation of the principles of distribution for which he has made this publication stand since its inception, are printed later in this article. They are followed by excerpts from an address by Arthur A. Hood, vice president of Vance Publishing Corp. and editor of *American Lumberman & Building Products Merchandiser*. Mr. Hood's views, like Mr. Webster's, had the effect of striking a telling blow for this publication's prime concept—cost-reduction through integration.

Both speakers, in laying stress on the coordination of distributive functions, were following the lead of the convention planners, who had set "Integrated Marketing . . . Key to Sustained Employment and Profit" as the convention theme. "We are currently experiencing," the Federation's pre-convention program booklet stated in an expansion of this view, "a healthy readjustment in the American econ-

omy. Our problem is to prevent readjustment from becoming a serious recession or depression. . . . Integrated marketing is the coordination of all distributive capacities toward this one goal of securing consumption or use of our production."

The place of sales management in the achievement of "this one goal" emerged as the over-riding theme of the score of addresses delivered during the course of the convention. Principal speakers, in addition to Mr. Webster and Mr. Hood, included Alfred Schindler, N.F.S.E. board chairman, and president of Schindler Merchandising Corp., St. Louis; Hal W. Dotts, vice president of Jewel Tea Co., Barrington, Ill., who, as president of the Chicago Sales Executives Club, convention host, served as chairman of the

N.F.S.E. convention committee; R. M. Barbour, executive vice president of Consolidated Press Ltd., Toronto; Dan R. Hudson, president of Family Reserve Insurance Co., Birmingham, Ala.; Leon H. Keyserling, vice chairman, Council of Economic Advisers, Washington, D. C.; and Paul Wooton, president of the National Conference of Business Paper Editors, Washington, D. C.

John E. Wiley, chairman of the board of Fuller & Smith & Ross, Inc., New York, was chairman of a special six-speaker distribution panel. At a sales-equipment fair held in conjunction with the convention, more than 50 exhibitors displayed the latest in sales equipment, films and techniques.

The following is the address de-
(Continued on page 60)

BY THE TIME it concluded its three-day convention, the NFSE (1) was no longer the NFSE (It had changed its name to National Sales Executives, Inc.); (2) had elected A. H. Motley chairman of the board to succeed Alfred Schindler of St. Louis; (3) had adopted nine resolutions involving the cost of distribution, taxes, salesmen's unions, and policy questions; (4) had elected three vice chairmen: Arthur A. Hood (see text); John R. Davis, Ford Motor Co.; and Wesby Parker, General Foods. Everett Merrill is the new treasurer; Robert Whitney continues as president.

• • •

CONVENTION POSTSCRIPT. Mr. Webster is in receipt of a "thank you" note for his "important contribution" (see text) to the convention. The note, written by Arthur A. Hood on behalf of the program committee, states in part: "There were many favorable comments concerning your talk and an unusual number of requests for copies . . . tremendous audience enthusiasm . . . and interest in your remarks . . . a job well done . . . We are most grateful."

BRITISH APPROACH

(Continued from page 31)

ing the war and is now being used by certain shippers. Domestic packages are placed not in wooden cases or in costly export packages, but in steel containers such as those manufactured by Dravo Corp. These containers, designed to fit on a standard gondola car, are about 7¾ ft. long, 6½ ft. wide, and 6½ ft. high. They have a capacity of 275 cu. ft., or 12,000 lbs. As an example of their use, 24 transformers packed in domestic wire-bound crates can be transferred from pallets into a single container. The new unit can be handled by hoist from shipping platform to freight car, from freight car to shipside, and from shipside to hold. Utilization of this method eliminates the necessity of repacking the transformers into expensive export containers, and does away with considerable handling, since the load of 48 items can move as a single unit. Repacking—into special containers or into export packages—is but one of the many means through which American exporters can solve the interior-packing problem.

Marking

The British pay close attention to marking and identification. The British shipper does not advertise the contents of his packages for the benefit of thieves and pilferers. Many American shippers do. A recent shipment of straw hats from the United States offers evidence of this American shortcoming. On the cardboard container in which the hats were shipped was a complete description not only of the merchandise itself, but of the quality, color, size, and brand name. It might also be noted that a bare minimum of space was devoted to shipping instructions.

Most British export packages travel without advertisements, labels or other identifying media; nor are boxes and crates cluttered with order numbers, requisition numbers, order dates, and contract numbers. The British standard for outside marking calls for minimum but adequate information. The average British export package con-

tains the following information:

(1) mark of the container manufacturer and the maximum net weight permitted; (2) pertinent information (consignee's name and address, etc.) stencilled in letters at least 7/16 in. high; (3) a red letter "F" printed on two sides and on one end, to identify fragile merchandise; in addition special signs, standard in wording and appearance, to indicate inflammable materials, corrosive liquids, etc.; (4) special handling instructions; (5) exterior markings to indicate location of packing slip within container. Where there are several cases, the one containing the pack-

International

Models KBD-12 and KBRD-14, the two diesel-powered trucks designed by International Harvester Co., Chicago, to meet the requirements of heavy-duty operators for increased power and maximum fuel economy, are powered by the HRB-600 Cummins diesel, which develops 165 maximum horsepower at 1,800 r.p.m. KBD-12 for over-the-road tractor-trailer work; KBRD-14 for rugged off-highway service. The GVW ratings of the KBD-12 and KBRD-14 are 31,500 and 35,000 lbs. respectively. The former is available in four wheelbases, 155, 161, 179, and 215 in.; the latter in three, 161, 179, and 215. The new engine has 5½-in. bore, six-inch stroke, and a displacement of 743 cu. in. Engine features include new sleeves, pistons, and head gaskets. In addition, there are increased-flow lubricating system and continuous groove bearings. Large air cleaner is mounted on the outside at the right side of the cowl.

ing slip is marked by painting diagonally opposite corners in contrasting colors. Where duplicate slips are used, they are placed on the outside of the container under a metal plate. The result is an exceedingly neat and legible package with unmistakably clear shipping instructions.

Equally important is the standard British method of inside marking. Unless the item shipped is readily identifiable by appearance or permanent markings, it must bear a 2 in. x 1 in. label on which the following information is noted in waterproof ink: exact nomenclature and group number of the article, nomenclature of major item

(if any) to which contents refer, name of manufacturer, drawing or part number, item stock number, and manufacturer's part number. In addition, a list of contents enclosed in a waterproof envelope is placed inside each shipping container; the list gives the nomenclature and quantity of all articles contained in the container. Such painstaking attention to identification and marking minimizes lost, misplaced, or incorrectly delivered shipments.

Standardization

Another factor heavily contributing to British excellence in export shipping is standardization. The keystone of the British standards system for export packaging is the *Packaging Code*. It was developed by the British Standards Institution, the overseas counterpart of the American Standards Association, Inc. In the formulation of these standards, almost every important trade association in the packing and packaging fields had a voice, as did carriers and agencies of the British government.

The American shipper, simply by spending a few cents a copy for the *Joint Army-Navy* pamphlets on export-packaging specifications can avail himself of standard packaging specifications probably as good as those published by the British. These standards, developed during the war, were applied to the vast shipments which went to army and navy bases throughout the world. With minor modifications these standards can be—and in fact, are being—used by shippers of non-military exports.

The packaging measures now being taken by the Maritime Association of the Port of New York may lead to the development of an American version of the *British Packaging Code*. But even though this attempt at standardization succeeds, the major problem will still remain. It is simply this: Will American exporters apply the standards? The fact that the great majority of shippers are not now using the excellent JAN specifications is indicative of an inherent lack of interest not only in standardization but in sound packaging as well. The granting of lower ship-

(Continued on page 49)

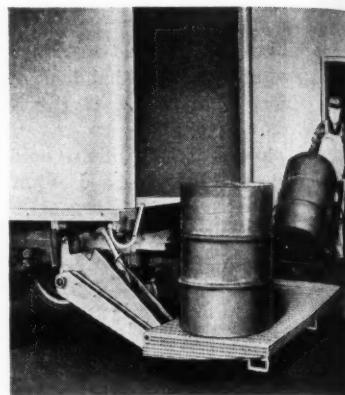
New Products and Procedures

(Right) Stratton Equipment Co., Cleveland, has announced the Stratton 3-Way Hydro-Crane, a unit adaptable for use as a floor crane, a truck-loading crane, or a towing crane. The 3-Way can be detached from the portable base on which it normally operates as a floor crane and be mounted on the bed of a truck into a heavy-duty sleeve, where it has a 360-deg. turning radius to load on either side or back of the truck. With the addition of tow guide rods and a floating bar, the unit is said to operate as a towing crane. One-ton- and two-ton capacity models are available. The company states its unit is able to "spot" minimum loads with precision. It is further maintained that the Stratton Extension adds nearly 3½ ft. to the operating range, adapting the unit for high stacking and for extra-difficult jobs.



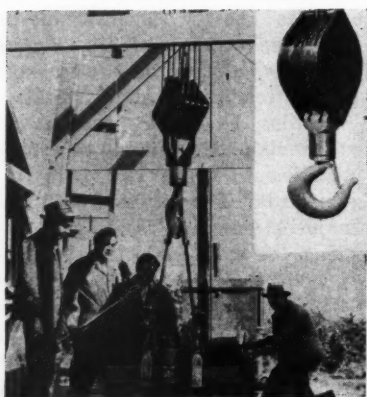
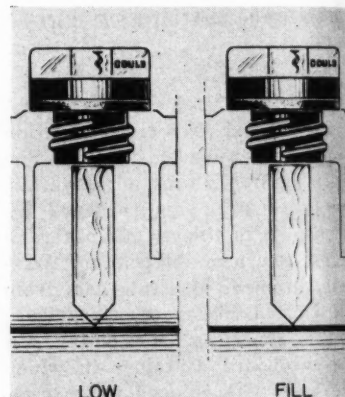
(Left) The automobile-carrying capacity of the Great Lakes freighter *George W. Mead* has been increased by the installation of a super-deck of nailable steel. The deck is formed of nailable steel floor channels welded to a structural-steel framework built up from ship's main deck. This is said to be the first marine application of the nailable steel channels developed by Great Lakes Steel Corp., Detroit.

(Right) What is said to be an entirely new type of power-operated tail gate is offered truck owners by Hercules Steel Products Corp., Galion, Ohio. "Load-N-Gate" features twin hydraulic rams housed by the two lifting arms equalized hydraulic pressure, safety-type controls, full accessibility of mechanism. Unit weighs 850 lbs., is said to handle 1,500. Designed to meet requirements of medium-duty field.



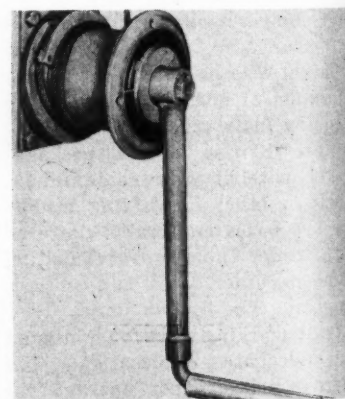
(Left) Underwood Corp., New York, announces new portable posting and figuring machine designed to give small organizations mechanical bookkeeping at low cost. Underwood Sundstrand Portable Posting Machine posts accounts receivable and payable, general ledger, payroll and other records, and can be used for addition, subtraction, multiplication and division. Record and proof of work automatically printed.

(Right) "Televel," a translucent plastic vent plug which tells at a glance if battery needs water, is announced by Gould Storage Battery Corp., Trenton, N. J. The plug has a cone extending into electrolyte. When latter is at right level, cone is covered, light waves traveling down are not reflected, and top of plug shows black circle. When water is needed, light is reflected, and white circle appears.



(Left) General Machine & Welding Works, Pomona, Calif., states that twisting and kinking of wire lines in strung hoisting blocks can be prevented through its Miller Angular Thrust Ball Bearing Swivels. Company states Miller Swivels combined with the hook make it possible to turn load independently of block, make placement of load simpler, give hoist operator greater control, and make for added safety.

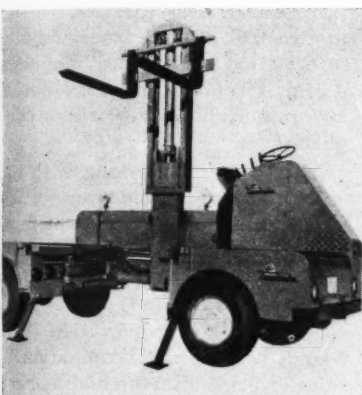
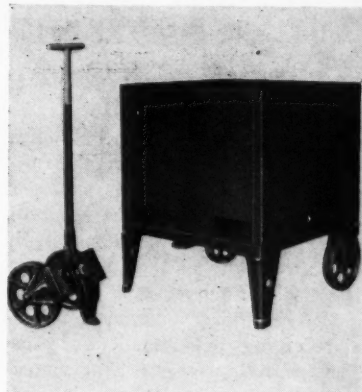
(Right) Compact planetary gear-type winch is offered as a separate unit by Lewis-Shepard Products, Inc., Watertown, Mass. Said that unit can be mounted in any position on a flat surface 5 x 5¼ in. Whole mechanism contained in winch-drum and said to have complete protection from dust, moisture. Thus, can be used indoors or outdoors. Diameter of winch-drum is four inches, of flanges, six inches.





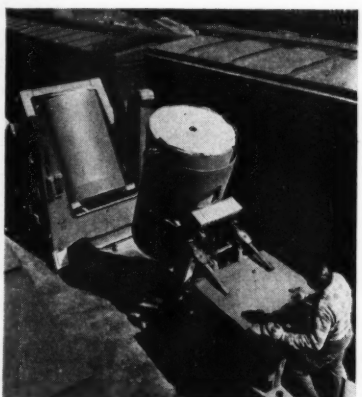
(Left) Crane manufactured by Coles Cranes, Inc., Chicago, is used by the Hydro Electric Power Co. in the handling of its electrical equipment. This model 8502 has a turning cycle of 40 ft. and is stated to offer ample stability through a full 360-deg. swing of the superstructure. A minimum load can be lifted at any point of the swing. All Coles cranes are equipped with automatic safe-load indicators.

(Right) Factory Service Co., Milwaukee, manufacturers of the Turner system of materials handling, announces a scrap truck specially designed to increase the usefulness of the revolving-head fork truck. Unit consists of a bin-like superstructure of steel-plate panels welded to a flat steel deck transport. Fabricated steel channels, to accommodate the forks of a fork truck, extend from front to rear panels.



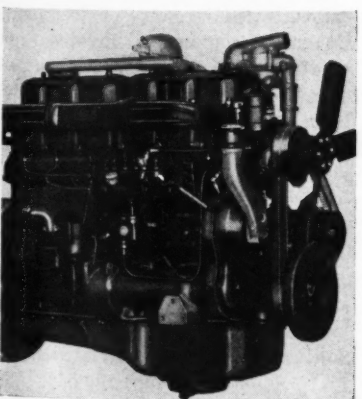
(Left) The Traveloader, a combination loader, carrier, and motor truck, has been announced by Lull Mfg. Co., Minneapolis. The unit is said to self-load from the side onto the carrying deck and to be able to transport a load through narrow aisles or over the road. Operates at speeds up to 30 m.p.h. Capacity-models of 3,000, 10,000, and 30,000 lbs. available. Said to handle heavy, long materials.

(Right) Gaylord Container Corp., St. Louis, manufactures this Kraft corrugated "Drum-pak," in which the Reynolds Metals Co., Louisville, Ky., ships its aluminum nails. Container is an eight-sided corrugated box with top and bottom covers that interlock with flaps extending from the side panels, bound together with steel strapping. It is said to hold the same volume as a regular nail keg at reduced tare.



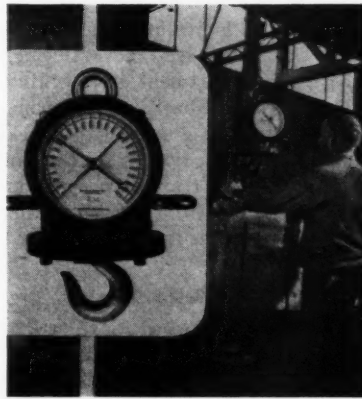
(Left) Damage to its paper stock has been eliminated through use of battery-powered trucks, states The Lakeside Press, Chicago. Here, a 3,600-lb. roll of 75-lb. basic stock enamel has been removed from a railroad car and is moved to tilting device (background) for delivery to basement. Spade toe on bottom of roll-carrying device on the truck is said to permit pick-up and deposit of roll without damage.

(Right) Signode Steel Strapping Co., Chicago, states that its Retaining Doors are now being used by hundreds of shippers and more than 30 railroads to coopeer doorways of bulk shipments. Made of $\frac{3}{4}$ -in. x .020 steel strapping and water-repellent Kraft Liner Board, the doors are one-piece, lightweight, and are said to be easily applied. They come in three standard heights and one standard width.



(Left) Mack Trucks, Inc., New York, has put into production three new diesel engines, the END 457, 510, and 672. Built by Mack for use in its own vehicles exclusively, the engines are designed to provide controlled combustion and maintain low-peak pressures. They operate on the four-stroke cycle. The company describes the engines as smokeless, odorless, and free from strain. Rate of combustion is controlled.

(Right) Emery hydraulic crane scales, manufactured by The A. H. Emery Co., Stamford, Conn., are available in capacity-models of 10,000, 20,000, and 30,000 lbs. The weights of the scales are 85, 150, and 220 lbs. respectively. All are equipped with removable carrying handles, red maximum pointer (if desired), and dial adjuster for setting zero (eliminating tare reading). Three dial sizes available.



TRAFFIC MANAGER

(Continued from page 16)

ods are employed in the shipping department. Note that the traffic department is thoroughly aware of the equipment which the shipping department has at its disposal—in other words, what that department is capable of delivering.

The shipping department also has a receiving department function. The receiving department makes certain that incoming merchandise is authorized to be accepted and notifies the shipper that we have received the shipment. Acceptance being contingent upon the condition of the goods, the receiving department provides for an immediate visible-damage inspection. (Inspection for damage continues when the containers are opened.) In these and other routine procedures, the department can act as a responsible party in the control of arriving merchandise, for which the department is immediately responsible. In other words, the receiving department is subordinate to the shipping department, acting independently on routine receipt and checking work, and dependently—and in close conjunction with the shipping, purchasing and traffic departments—on paper work.

Since shipping and receiving are among the various departments with which the traffic department is interlocked, it is possible to control forwarding of merchandise at the proper time. In working with the shipping department, absolute control of routing is imperative, since in many cases the customer requests a specific route. We like to give him "personalized" service. This is one of our strong points. This control is made possible by the fact that all orders move through the traffic department after billing. Our routing is based on a permanent route-card system. In checking the route we determine the correct medium of transportation, control of the freight-rate breaking point per shipment, etc.

Sales Department

In the foregoing work, the traffic department works closely with sales, since the traffic department is a

sub-division of the sales department. More than this, any delay or improper delivery of merchandise may cause us to lose an account. In this connection, my department is sales- and customer-conscious to a very high degree; it does not merely route and find rates; it tries to incorporate the sales attitude into everything it does. Hence, the fact that I am stating basic principles here, should not be taken as an indication of naivete; certainly, people are aware of some if not most of these considerations, but many do not have a feel for—an understanding of—the psychology of properly trained and wisely employed traffic men.

Branch Office

A factory branch-sales office in New York City and a service-station and parts depot for its entire eastern territory have been established by Automatic Transportation Co., Chicago. The branch began operations June 1. The sales office is at 347 Madison Ave., the service-station and parts depot at 1749 York Ave. in the heart of New York's automotive district. The depot, said to be unique in the materials handling field, makes possible the immediate delivery of parts to customers and sales representatives throughout the eastern territory. The depot occupies 5,000 sq. ft. of floor space, in a new one-story brick building. In addition, there is 1,000 sq. ft. of balcony storage area.

The traffic department coordinates its policy with that of the sales department. Here is an outright indication that our department values our buyers' patronage. In certain areas, such as off-line points and/or remote locations, we try to assist our accounts by furnishing them lists of items being shipped, by requesting acknowledgment of arrival, condition and so forth.

Not only do we assist our sales department as described, but we offer it a procedural pattern (in simple, non-technical language) to follow when merchandise is delivered. This involves exceptions to goods because of damage. Again, this may seem routine, but we insist on prompt information and documentary evidence to permit im-

mediate issuance of credit and file claims with the proper carrier—and the work of the sales department is closely coordinated with our own work.

We advise the sales department whenever goods have not arrived, so that they can make immediate reshipment. When there are food conventions we are responsible for the prompt arrival at the convention of samples, brochures, displays, etc. We determine the itinerary costs for the representative at minimum levels consonant with his objectives. In order to offer additional traffic-department services, we try to circulate general transportation information in simple language. Again, it is not so much the duties, but rather, how they are accomplished.

At all times in working with our sales division, we endeavor to provide "intimate" services which we feel will make for successful sales promotion and thereby increase sales.

Analysis of transportation is, of course, basic to a determination by sales of price make-up and marketing. More important, our service to sales is prompt, making it possible for the sales division to meet competitive conditions in the highly competitive food industry. We feel that the traffic department cannot afford to lose control of the movement of goods, since this may very well effect loss of sales. The traffic department is consciously providing at all times—both to the company and to food buyers—service and more service.

Accounting Division

Our work with the accounting section is on a par with that afforded sales. In the issuance of documents, including commercial invoice, sight draft, and order notify bill of lading, we notify the accounting division promptly whenever a draft is not picked up at destination. The delivering carrier may be holding merchandise while awaiting pickup of draft papers at the destination bank, etc. Transportation terms should be confirmed as prepaid or collect, and invoiced to the account accordingly. A copy of the bill of lading (to act as an arrival notice

(Continued on page 51)

AREAS FOR AIRCARGO

(Continued from page 40)

down these costs and keeping them in a fairly constant ratio to cargo. It is true that airlines in general follow much the same practice, but again it is the degree of coordination that is making the difference between money in and money out. In large degree, not having to cope with passenger-traffic costs is what counts.

All four carriers have been active along the routes designated since 1945. They did not apply for, and will not be granted authority to carry mail, at least for the present. Apparently they will have the opportunity to engage in air-express carriage, which has been restricted to the passenger-carrying lines under contract with Railway Express Agency. This had been limited by the CAB to "certificated" airlines. Now the all-cargo operators will enter the "certificated" group.

In issuing its order, the CAB estimated the country's air cargo potential, under approximately the present level of rates, to be "not less than one billion ton-miles annually." (As yet the ton-miles of freight carried by the certificated and non-certificated carriers combined have never exceeded 115,962,035 in any one year.) The Board did not state just when they expected the billion figure to be reached; on the basis of past performance, however, it must be said that such an estimate seems very optimistic.

The development of such a volume will require a type of selling far different from anything engaged in by carriers to date. Air cargo doesn't walk in the door; the service must be sold to hard-headed businessmen. Potential cannot be considered in a vacuum; it must be seen in relation to the cost of rendering the service and the rates which must be charged the shipping public. It is also clear that potential is directly related to supply and demand, in short, to the general level of economic activity. In other words, as supply in many lines catches up with demand, the element of speed inherent in air-cargo transportation becomes less

(Continued on page 53)

\$1,500 inventory abolished — at a cost of \$4.46!



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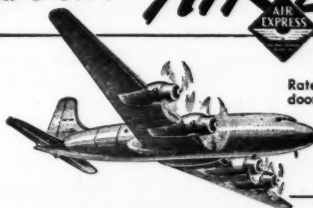
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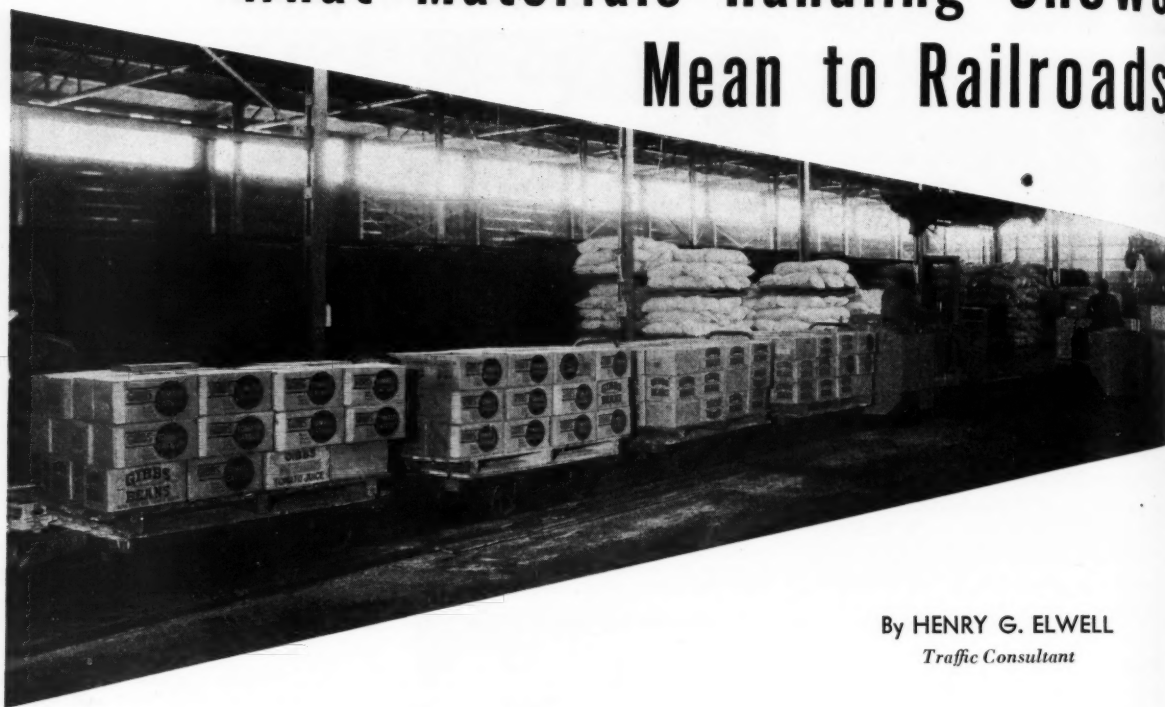


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What Materials Handling Shows Mean to Railroads



By HENRY G. ELWELL
Traffic Consultant

Jack McCormack, traffic manager extraordinary, turns the heat on a railroad friend. How, he asks, can the railroad men help out the shipper if railroads don't keep abreast of the latest trends in materials handling equipment?

"WHY is it," Jack McCormack, free lance traffic manager, asked George Boldt, purchasing agent of the Globe Railroad, "that the railroads show such little interest in materials handling equipment?"

"Hold on there!" exclaimed Boldt. "Where did you get that information?"

"I didn't dream it up!" McCormack answered. "I got it from a study of the 1949 Materials Handling Exposition. It was put out by Clapp & Poliak, the firm that managed the exposition. Elmo Roper did the study for them. It's called *An Evaluation of the National Materials Handling Exposition*. Pay you to look at it," McCormack went on, a glint in his eye. "There's some interesting stuff in it—especially for a railroad man."

"Don't believe everything you read, Jack," Boldt came back.

"Oh, I don't," answered McCormack, still teasing, "but I believe this because my own experience

backs it up. Listen to this. According to the study, only 2½ percent of the attendance at the exposition was made up of railroad men. How does that stack up against over 12 percent from the chemical and plastic industries, almost 9½ percent from the metals industry, eight percent from the machinery-manufacturing industry, why, I could go on all day."

"Well," came Boldt's response, "we've got better things to do than go trotting off to shows."

"That's just the trouble," said McCormack. "How do you expect to work with the shippers if you take that attitude? They send their production managers, purchasing agents, traffic men, sales——."

"What, no vice presidents!" Boldt interjected.

"Vice-presidents too," McCormack answered. "Top management was pretty well represented. According to the Roper survey, over 19 percent of the visitors were top executives. "And by the way," Mc-

Cormack added, suddenly perking up, "you can compare that 19 percent for industry in general with a measly 7.2 percent for the railroads. So you can see I'm not pipe dreaming when I say the railroads don't bother much about materials handling."

"Well," Boldt said, unabashed, "you may be right to a certain extent, but I think you're exaggerating. Take a look at roads like the New York Central, the Southern Pacific, Union Pacific, Pennsylvania, why, they're using more equipment every day. And don't think there aren't plenty of blockheads among the shippers. I know shippers whose costs are so high they're having a tough time staying in business. You'd think they'd get wise to themselves and mechanize."

"Oh, you're right about that," was McCormack's answer. "A lot of shippers think just because they have odd-shaped or odd-sized goods they can't handle mechanically. So

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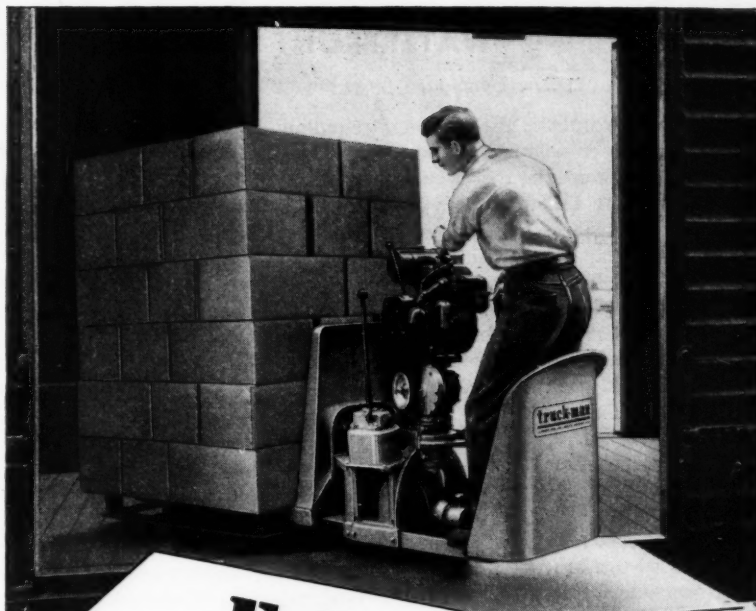
BRITISH

(Continued from page 43)

ping and insurance rates for standardized packages may be one means of encouraging the use of standards. Passage of a federal law is another. However, experience has demonstrated that compulsion rarely works. If the standard is to be of value, it must be on a purely voluntary basis. Such has been the case not only with the *British Packaging Code* but with other successful British and American standards.

The adoption of standards by American exporters would go a long way toward improving the quality of U. S. export packaging, but it is by no means the only method available. The American shipper can, for instance, utilize the services of outside packaging engineers and other specialists in foreign commerce to a far greater degree than he is now doing. He can expand his business to include a separate export department. Lastly, he can make full use of the services offered by the government. In the words of an official of the Office of International Trade, Dept. Commerce, "[The Office] stands ready to assist the exporter in acquiring the latest available information on conditions prevailing at the port of discharge . . . The OIT has a considerable amount of information . . ."

The means are there. The question is, will the shipper use them? Application must be preceded by attitude. The American exporter must develop a stronger sense of responsibility, a desire—even if at first it means additional cost—to court good will. There must be the will to understand the other fellow—the other fellow's way of life, psychology, culture even. The British have it, have had it, and profitably, for hundreds of years. We have to get over the notion that there are simple solutions to complex questions. American shippers, if they are to sell heavily in the world market, must consider innumerable factors, tangible and intangible. Proper packaging is one factor, a tangible. The buyer's point of view is another, an intangible. Add the two and you get a large part of the answer to the American world-trade problem.



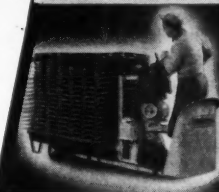
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FASTER ON BOARD

It's easier, too, with this Truck-Man Pallet Toter. Note this 180° turn into a standard seven foot car door with a heavy, bulky load . . . and plenty of room to spare! That's typical Truck-Man maneuverability, designed into all three Truck-Man models to cut your handling costs.

The Model DF Pallet Toter handles pallet loads faster and better because it's designed for horizontal pallet movement. Forks of heavy channel steel operate hydraulically, auto primed, with complete control from the driver platform. Weight empty, 920 pounds . . . load rating, 3500 pounds! Brake and clutch work from the same lever. Turns 360° in its own length! Rugged, six inch wide load wheels have rubber inserts for easy riding and quiet operation; dual drive wheels are pneumatic for better traction and easy riding . . . both are "friendly to floors".

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WATERFRONT

(Continued from page 34)

Had they coordinated their work and had they been able to get good financing arrangements, they would have found that a new crane was fine for the stevedore, if the trucker got a higher-capacity truck. The warehouseman, to accommodate the goods, would have improved his use of space and might have found palletization necessary. Shipping schedules would then be increased and the port business would have likewise increased.

Several warehouses have secured modern handling equipment. Here is a definite step forward—a positive approach to the problem of increased-costs-through-divided-functions. Our survey discloses that contributing companies, stevedore firms for example, are hesitant about getting equipment and adding to already increased costs. The reason given is twofold: there are labor problems and they are unable to finance the equipment on favorable terms. For this latter reason, agreements are now being negotiated through which the contractor (steamship company, for example) agrees to provide capital on the low-interest mortgage basis or assures the contractee of sufficient ton-hours to permit the equipment to pay for itself.

A major terminal operator bases his refusal to buy on a 1937 survey. While a survey made in 1937 is better than no guide at all, it appears that many operators are being guided by such pre-war considerations. Diagnosing the 1937 survey, we find that it reveals the following: structures unsafe for powered lift trucks; beams provide insufficient support for overhead conveyor system; lack of ceiling heights preclude economical use of pallet and stacking operations.

Yet, in 1949, lift trucks have become streamlined and offer weight models which will be "safe" without endangering structural support; easy-to-install, self-supported conveyor systems are readily available; modern techniques have been developed through which palletization can be applied. The firm in question, long hesitant about making "costly" structural changes, is not installing modern materials

handling equipment or adopting methods which could be applied to its present physical set-up with but minor remodeling. Even throughout the busy war years this firm turned away business, believing it too costly to make the necessary structural changes indicated as essential by the 1937 survey.

Other Factors

Many other factors contribute to the present condition of the Port of New York. There are ancient streets, narrow and full of blind corners; there are antiquated traffic regulations and antiquated city and state codes, precluding the modernization of pierside facilities.

New Warehouse

Public officials, military representatives and businessmen were on hand to see Harnischfeger Corp. open its new warehouse and offices at Teterboro, N. J., May 21. Visitors were given the opportunity of operating the various pieces of equipment manufactured by the company. Motion pictures of welding and construction equipment were shown continuously throughout the day. With its new warehouse the company hopes to provide faster service to eastern customers. A large inventory of equipment including excavators, truck cranes, welding machines, and electrodes, hoists, etc., will be maintained at the new location. The new quarters contain over 14,000 sq. ft. of floor space on an 8½-acre plot.

While it is a fact that narrow streets and bulkheads may prohibit the flow of trucks in a manner which would eliminate costly delays, it is equally true that a lack of coordination (resulting in terrific jams) is at least one factor about which something can be done. Seemingly, efforts to get together enough teamwork to remedy this situation have failed. Yet if a truck must wait in line from 8 A.M. to 6 P.M. for the privilege of unloading four bales of cotton goods, how can that truck be said to pay its expenses for the day? This is something which cannot be shrugged off as a "necessary evil," since the one truck, multiplied by its thousands of counterparts, adds up to a costly Port of New York.

Several warehousemen, asked about their physical limitations, stated that they had considered remodeling and enlarging, but had run into far too many zoning and building prohibitions. They and other operators also contend that present building costs do not warrant such changes today. It might be justified in view of today's volume, several contended, but what if the port's gross should show a further decline? When challenged with the argument that each of the components making a port important had to offer at least a nominal contribution, the usual reply was "Let's wait a while and see!" But meanwhile, in other ports, where people are doing things, business as reflected in gross tonnage, increases!

And what is to be said of this question of capital reserves? Several firms state that to insure profitable operations through a period of "recession," sufficient capital has to be held in reserve. It was also asked if such firms would consider as an investment, capital spent in adding to their facilities. Only if someone—anyone—would guarantee either a low-cost mortgage or a high volume of business.

How may port efficiency and economy be achieved? Is it possible to distribute the burden of investments in modernization programs? These are among the questions being asked in surveys and meetings throughout the New York area. The answer is not easy. Yet, basically, only one fact is needed to start with. Believing that the determining factor in a port's chances of survival is its ability to serve efficiently and satisfactorily, one need only ask how the Port of New York is serving. We have seen that diversified interests are contributing to the port's decline through failure to modernize. Obstacles have been discussed. Management has been questioned. Labor must be considered. But are good moves to be reported? Fortunately the answer is yes.

In warehousing today there is considerable pressure to have revisions made in short-term storage rates. Under present conditions, pier and stevedore operators (as well as steamship lines) are forced to use such facilities for relatively

(Continued on page 52)

TRAFFIC MANAGER

(Continued from page 46)

and to inform the customer as to the delivering line) should be forwarded with the regular commercial invoice. This facilitates prompt payment of invoice and assists the customer in the control and arrival of the merchandise.

The proper terms of sale and transportation confirmed, we assist the accounting division in collecting on due invoices by obtaining proof of delivery. If merchandise is found to be lost or damaged, we authorize issuance of credit memos with receipt of noted freight bill, and file claims with the proper carriers. Claims, after being processed, are handled as accounts receivable. Unpaid claims are treated in the same way as unpaid invoices. After a reasonable time, if the claim is found to be bona fide, we endeavor to collect through proper procedure. If the carrier is not cooperative and declines payment on an authorized claim, the matter is submitted to our attorney. Our policy is to have

all claims settled within 90 days, subject to suit thereafter. Where claims are \$100 or more, we automatically register them with our general counsel and our transportation-insurance broker.

When carriers furnish us with information on an ultimate buyer's disability—a lack of funds, say—we pass the information over to the accounting division. We thus control, with the aid of our accounting division, all matters pertaining to payments.

In reverse, where the accounting division brings up matters which require legal counsel on traffic matters (such as responsibility for payment of freight, the filing of claims, etc.) that service is promptly available.

Executive Department

This department is aware at all times of the current transportation bill, whether on a monthly or yearly basis. No transportation costs are

incurred until it is determined that such costs are reasonable. Since it is an old traffic axiom that the article should bear only the freight bill that it can reasonably absorb, we make certain that these costs in every instance are economical and do not exceed a fixed maximum percentage.

It is within the scope of our duties to determine—in connection with real estate or plant-site purchases—whether rail connections are suitable. We were instrumental in approving our main-office location. It is in the central manufacturing district of Chicago, with rail siding to the Los Angeles Junction Railroad.

Besides performing the above duties, we do claim work on excessive freight charges, trace shipments, expedite shipments, classify new products, institute rate proposals before commissions, obtain reports on insurance coverage of other carriers, faithfully attend hearings on transportation, keep abreast of interstate commerce law and regulations, follow the latest developments in materials handling.

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A-2-S-M

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The S-2-S (top) is available in steel or aluminum and will handle 1200 pounds and 800 pounds respectively. The A-2-S-M (bottom) can be used in the regular fashion. On level surfaces the swivel wheel is dropped for use. The heaviest load can be moved without weight on operator. Available in both steel and aluminum.

All ESCORT trucks are sold on a money back guarantee. If not satisfied after fair trial, return for refund of full purchase price.

Write for descriptive folder and prices.

STEVENS APPLIANCE TRUCK CO.
P.O. Box 897 Augusta, Ga.

WATERFRONT

(Continued from page 50)

long periods. Through revised schedules, it is believed that more use will be made of public warehousing facilities. Since "short-term" rates are now based (usually) on long periods, it is often unprofitable to store goods for a short time, say five days. It is likely, if such rates can be arrived at in the near future, that ships may be loaded according to itinerary and cargo stowage facilitated. Today it is largely a matter of catch-as-catch-can, load-as-goods-are-received. Through coordinated truck deliveries and through the availability of warehouse space for short hold-over periods at attractive rates, many claims agents agree that considerable progress will be made in the reduction of shipping losses and dock losses. Public warehousemen are quick to agree, but cite such obstacles as insurance problems, increased labor and handling costs, and additional clerical and supervisory responsibilities. Those favoring such revisions, however, are quick to point out the increases of loft and warehouse spaces listed as "immediately available" in advertisements.

Pier owners, acting as landlords only, have in large part done little to facilitate the addition of modern materials handling methods. They say their responsibilities are few: to maintain and police their property and to "cooperate" in making possible such structural changes as the tenant may desire—providing such changes are for the better and will not "depreciate" the property (the tenant is expected or required to pay the entire cost of such work). A few, it must be reported, have recognized the interdependence of functions and have taken great strides in modernization programs.

Through agreements, many stevedoring firms have enjoyed the benefits of materials handling equipment purchased outright by steamship lines. But usually the stevedoring contractors are faced with such gains only at the sacrifice of attractive ton-hour rates. It is sometimes possible for a stevedoring contractor to employ the modern equipment he desires

through a sub-contractor, who provides it as needed.

Many stevedoring firms have been reluctant to purchase certain types of equipment because of the fact that they are called upon to handle odd items and items of large and irregular size. There may be some truth, of course, to the argument that if these items are handled in small volume to the exclusion of standard types of packaged goods, a firm is not warranted in purchasing certain varieties of equipment. But in view of the fact that port work generally involves the handling of a heavy volume of both regular and irregular objects, the argument is hardly warranted.

With partial paralysis characterizing the employment of modern techniques, and with the extensive use of modern materials handling equipment awaiting a "sacrifice" on the part of one of the operating groups involved in port operation, it is no wonder that tonnage has been lost to ports employing highly developed and highly efficient methods. Shipping companies, pier owners, stevedoring firms—practically everyone connected with the Port of New York—are crying that changes must be made. But application of remedies is another matter. The problem remains: how to apply modern equipment and modernized building and pier facilities to the restoration of the port.

For one thing, it must be stated that the port owes much of its present volume to the fact that man is

a creature of habits. In bygone days it was most advantageous to ship through this port. New York was a natural terminus. Home offices were located here; capital was available. Underwriting, Customs, and other functions were centered here. Railroads turned naturally to the area; roads were built. For many businessmen, both in this country and abroad, the Port of New York has for many years been a password. However, in view of the aggressive salesmanship being displayed by other ports, plus contemplated railroad- and truck-rate schedule revisions (with already great use employed under present conditions) the Port of New York has just cause to question the validity of going along with its present pier procedures and port operations.

What has to be done? Generally speaking, the process is known as "streamlining." Materials handling methods must be brought up-to-date. Pier and warehouse facilities must be modernized. Zoning and traffic regulations must be changed. Labor must enter equitable agreements through which long-range innovations may be employed and an aggressive promotional program furthered. A philosophy of investing for a common gain must begin with individual component industries which share responsibility in the condition of the port. Constructive criticism must be backed by constructive action.

It has been said that nothing succeeds like success. Shortly after V-J Day, a steamship line started a long-range modernization program. It cost money, it is true, yet today that line remains busy while its pier neighbor complains of "insecurity" and fails to streamline. Both lines carry the same cargoes to almost the same ports.

So it is with such ports as Houston, Baltimore, Boston, Philadelphia, Norfolk. Tonnage-increases in some cases are little short of miraculous. A quick glance at the amount of money invested by the ports themselves and by the contributing pier operators and warehousemen shows that "bait-money" has been invested most heavily in the years just preceding each volume gain. Perhaps there's a connection. New York might do well to find out.

Congressional Junket

On May 7, a group of Congressmen, guests of the Port of New York Authority, were conducted on a tour of New York Harbor aboard the *Mesick*. Almost every state in the Union was represented. Apart from the hospitality of the Authority (which was superb) the importance of the delegation's visit rests on the fact that the Port of New York has international importance of the first rank and that much of the activity of the Authority is directed toward further development of that importance. Recognition of this fact was marked by the presence in the harbor of major warships, large craft belonging to the Army Corps of Engineers, and leading Navy, industrial and political figures from almost every city and town in the Port Authority area.

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AREAS FOR AIRCARGO

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important to many businessmen. Lastly, the carriers will need 40,000-lb. planes, not the 20,000-lb. planes they now have. It is indeed passing strange that the CAB can get so visionary. Is it because of the military angle?

The Board's order held that diversion of cargo traffic from the presently certificated airlines would be slight, provided the airlines continued an aggressive sales-promotion policy. In other words, the Board has said in so many words that if the established airlines lose cargo business to the new carriers it will be only because they lack know-how or fail to put forth the requisite sales effort. This attitude is not only optimistic; it is ridiculous. The record to date indicates unmistakably that in excess of 99 percent of the traffic carried by the transcontinental all-cargo operators (Flying Tiger and Slick, in particular) has been between 13 cities presently certificated for direct service by at least one car-

rier. Under such circumstances, no amount of sales effort or know-how can prevent diversion from one type of carrier to another.

The Board states definitely that the all-cargo carriers will be "un-subsidized": They will, therefore, have to "bend all their efforts and direct their abilities and skill" to the full development of the aircargo potential. "Such carriers will not be able to rely on passenger operations or mail payments to furnish the greater portion of their revenues. They will live and prosper only through their ability to perform and develop and by constant search for new techniques, new business and new equipment. To the extent that they succeed in such endeavors they will, by their example, benefit the presently certificated carriers and air transportation as a whole."

In short, the Board hopes that the all-cargo carriers will provide a yardstick for measuring the alertness and efficiency of the other

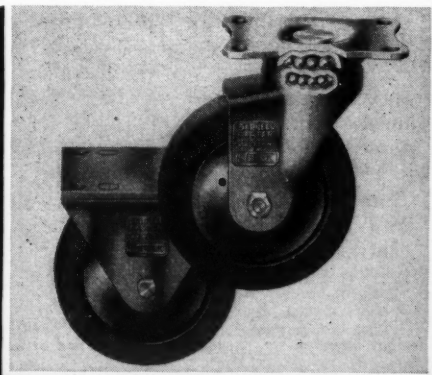
cargo carriers. This is a dignified way of saying, "If you old-line carriers get it in the neck, it's your own fault." With the airlines reporting red figures, the color is not likely to change, particularly in 1949. Where does the CAB think the freight is going to come from?

More than this, there is always the danger of opponents of the current set-up saying, "See, the four aircargo lines didn't live up to expectations! That proves that the idea of all-cargo service is all wet." The danger of unfair discrediting is a very great one indeed, particularly if the present program, due to economic conditions and lack of proper planes, eventually requires some form of subsidy. The CAB has taken a bold step indeed, but one that is truly laden with dynamite.

One last point. It is assumed here that the CAB was acting in good faith (though its vision of 1 billion ton-miles is Jules Verne if anything) and that there is no thought in anyone's mind of discrediting aircargo through precipitate action. No doubt a big factor in the decision was a military one.

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Warehouse Elevators and Palletized Freight

Warehouse requirements vary, with some warehouses getting along with antique elevators. But multi-story warehouses dealing in volatile commodities where speed and volume are important should consider the need for modernization of elevator facilities in order to have all equipment and functions operating at a high level of efficiency and activity.

By ERWIN M. FREY

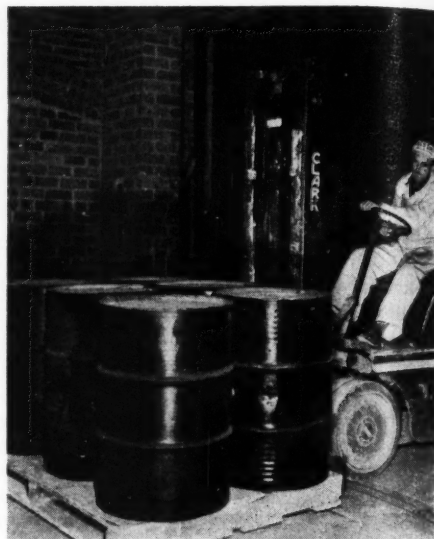
MANY operators of multi-story warehouses using heavy power trucks should re-evaluate their vertical transportation facilities, according to Otis Elevator Co. engineers. A great many existing elevators, they have found, should be strengthened or replaced with heavier-duty equipment.

When power trucks are employed, an entirely different set of forces comes into play on the elevator and its structure. Power trucks carry loads many times greater than those carried by hand trucks. Firms like Kraft Foods and General Motors handle as much as 6,000 lbs. in a single unit. Some power trucks are

designed for 15,000-lb. capacities. This is in sharp contrast to the 500- to 1,000-lb. capacities of hand trucks. A power truck itself may weigh as much as 8,000 lbs. With these enormously greater weights, it can be readily understood why stronger elevators are required.

Greater weight is only one factor. A power truck is operated at high speed with sudden stops. This sets up horizontal, rotational and other forces not present with hand trucks.

The method of loading an elevator from power trucks likewise enters into engineering calculations. In contrast to the slow, gradual, evenly distributed loading of an elevator



Specially designed elevators withstand strains due to weight concentration.

from a hand truck, a power truck deposits a concentrated load first on the rear quarter of the elevator platform. The elevator must support this unequal, off-balance weight until another pallet or skid is placed at the other rear quarter of the platform. Even then, the front edge of the elevator is overbalanced by the heavy load at the rear and it is not until the elevator is fully loaded that it balances itself.

As much as 80 percent of the power truck's own weight is added to the load that must be supported by the elevator each time the machine rolls onto the platform. The
(Continued on page 57)

Fork truck bearing palletized load enters freight elevator.



Heavy concentration of weight tends to tip and twist elevator structure.



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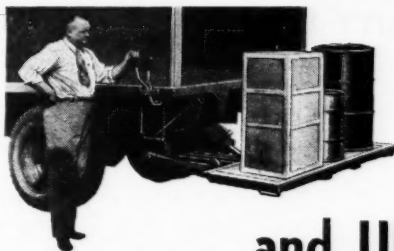
RECENTLY, one of our "good neighbors," Carlos R. Linga (who is Director General of Almacadora, S.A., Mexico City, Mexico) addressed the Merchandise Division of the AWA on "Cooperation between Warehousemen in the United States and those in Latin-American Countries." The burden of his statement was this: (1) outside of some small warehouses and a semi-official warehousing organization financed by the Mexican Government, Almacadora S.A. is the only sizable warehouse in Mexico; (2) it is under grave difficulties so far as incoming U.S. goods are concerned because of import restrictions.

Increased duties were established for: some preserved fish, various fibers, copper, various metal items from aluminum or zinc or special alloys, and miscellaneous minor items such as calcium carbide, locks and motorcycles.

On Sept. 4, 1948, the Mexican Government made provision for parcel-post shipment under bond, of merchandise valued above 100 pesos, pending determination as to whether the 15 percent ad valorem surtax is applicable.

Clearly, Mexican warehousing has severe disabilities, which Mr. Linga expects will continue until such time as the Banco de Mexico fixes a definitive rate of exchange. Apparently, he feels that commodity restrictions are not the primary consideration, though it is evident that unless the exchange rate is profoundly modified, such import restrictions will have grave importance.

Mr. Linga referred to the materials handling situation in his country. Only a few months ago, his company purchased two Clark fork trucks of 1½-ton capacity each, and found that cargo was handled in less than half the time required by the former method: utilizing men's backs. This development, by high American standards, is only a beginning. But it is hoped that efficiency and higher earnings may not only induce greater use of materials handling equipment, but also promote the warehousing of merchandise in areas south of the Rio Grande.



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CATALOG



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CASTERS • LIFT JACK SYSTEMS • INDUSTRIAL TRUCKS

QUALITY SERVICE BY FORWARDER

(Continued from page 30)

ing, are planned in such a way that crates and other wooden containers will be at the bottom of the pile. Lighter paperboard containers go on top. This is important since general forwarders, particularly those of national scope, handle everything from machinery to cosmetics.

Pains are taken to stow merchandise safely (Fig. 4). Note arrows on left and right wirebound containers.

Universal handles export as well as domestic shipments. Fig. 5 pictures a tractor-train ready to pull away merchandise after it has been unloaded from box cars. In this case, it is being brought to shipside for export to Rotterdam, Manila, and other foreign destinations.

FORWARDING has been characterized as a service which applies the modern engineering principles of mass production to the consolidation and distribution of less-than-carload package-freight. What this means in less-than-carload words is that the forwarder makes big shipments out of little shipments. He gets five packages from the Smith Co., five from the Jones Co., and five from the Brown Co. These are his little shipments. When he puts the 15 packages together he's got his big shipment. He's also got his

The Port of New York Authority has issued Traffic Advice (No. 2 in the series) advising exporters of the possibility of making savings through extension by freight forwarders of New York City rates and services direct to steamship piers. This applies to those piers located within New York Harbor lighterage limits.

Tariffs and rules issued by freight forwarders (listed below) provide that "freight shipments of 5,000 lbs. or more under one bill of lading, consigned for export via a steamship line, will be accorded delivery service to steamship piers, when articles are packaged to fully comply with requirements of export steamship lines and individual pieces or packages in shipment do not exceed 6,000 lbs." The usual exclusion of some loosely shipped items, hazardous items, etc., is made. Items over the above weight limit are considered heavy lifts requiring special attention; the exporter should contact the forwarder for acceptance and additional charges. The following forwarders offer this service: Acme Fast Freight, Carloader Corp., Clipper Carloading Co., Franklin Forwarding Co., Gallagher & Ascher Co., ABC Freight Forwarding Co., Associated Shippers Carloading Co., Central States Freight Service, Pacific and Atlantic Shippers Assn., Republic Carloading & Distributing Co., C. S. Greene & Co., National Carloading Co., International Forwarding Co., Universal Carloading Co., and Springmeier Shipping Co., Inc.

profit. For he'll bill Smith, Jones, and Brown at a rate approximating the l.c.l. rate, while the railroad will bill him at the carload rate. The difference, or spread, is his profit.

It's not quite as simple as it sounds, however. If it were, there would be more forwarders than shipments to forward. The fact is that the profit the forwarder de-

rives from the rate spread is gross operating profit; a good many things happen to it before it becomes net.

Chiefly, it goes to pay for the numerous services which have induced the shipper to allow the forwarder to handle his shipment in the first place. Broadly characterized, those

(Continued on page 59)



WAREHOUSE ELEVATOR

(Continued from page 54)

strain of this cumulative load is tremendous by the time the last pallet is added.

Unless the elevator is designed to take this sort of punishment, it is probable that the elevator and the building itself will be damaged. For that reason, an elevator used with power trucks must be heavier throughout than a conventional elevator. The above-mentioned forces are transmitted to the elevator guide rails, guide rail brackets and to the structural portions of the warehouse. Heavier construction, however, minimizes the danger of damage.

From the time the first power trucks came into use, elevator engineers have recognized the need for design to resist the abnormal forces. In the beginning, because power trucks varied widely in design, every elevator had to be individually designed for the type of power truck to be used with it.

Today, however, power-truck sizes and design are sufficiently standardized to make possible the standardization of freight elevators. Otis Pow-R-Truck elevators are now being produced in standard sizes, with capacities ranging from 8,000 to 20,000 lbs. and with platform sizes ranging from 8 ft.-4 in. by 10 ft. to 12 ft.-4 in. by 16 ft. Lower manufacturing and installation costs are a direct result of this standardization: the cost of a Pow-R-Truck elevator is only slightly more than that of a conventional freight elevator.

A Pow-R-Truck elevator has a heavier platform, bracing, guide rails and guide-rail supports. It is often possible to convert existing elevator equipment from hand-truck to power-truck use by providing heavier hoistway construction, heavier platforms, etc. Sometimes it is necessary to strengthen the building around the elevator hoistway.

The hoisting machines used with these elevators are heavier than for lighter-duty equipment. The car frame is built to resist the severe impact and twisting forces set up by off-balance loading, high speeds with sudden stops and the tendency of the elevator platform to tilt in

various directions as the concentrated pallet loads are placed on it. The elevator is controlled automatically by push-buttons installed at each landing and inside the car. Full collective control automatically brings the elevator to a landing where a load is waiting, when the power truck operator presses a wall button or a button in an overhead fixture in reach of the truck operator. No special training is required to operate this type of elevator because push-buttons inside the car send it automatically to the desired landing. A self-leveling feature reduces the added strain that occurs when a power truck rolls onto a platform that is not level with the warehouse floor. When the concentrated wheel-load of the truck pushes the platform down, the self-leveling device resists this force and keeps the platform level with the landing.

Analysis

Even when a warehouse operator does not contemplate adopting power-truck freight-handling methods, an engineering analysis of his elevator equipment may reveal that modernization will effect substantial cost-savings.

Costs, of course, are the determining factor in any change in freight-handling methods. Occasionally, what may appear to be relatively high costs for a very minor change in building structure may be necessitated because of code amendments since the building was erected. But even if structural-change costs appear high, elevator engineers maintain, warehouse commodity-handling-expense in most cases is reduced with palletized loads, especially where volume is large and there is high traffic flow per hour, or where operations are to continue over a long period.

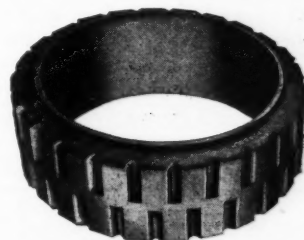
Since most warehouses have been designed for long-time operation, the cost of any change-over usually will amortize itself. Now that the refrigerated- and canned-foods industries have adopted palletization to such a great extent, it naturally follows that a warehouseman adds

(Continued on page 63)

where traction
is important...



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gripping action with
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TRACTION TREAD
SOLID TIRES



Designed for more sure-footed operation where surfaces are slippery or steep loading ramps must be negotiated, Monarch Traction Tread Tires are another product of Monarch specialization in industrial solid tires. Like all Monarch Tires, they are carefully designed and engineered to their specific application with the idea of giving maximum service at minimum cost. Thousands of Monarch Industrial Solid Tires are used every month as original equipment by leading manufacturers of industrial vehicles.

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Manufacturers of Molded Mechanical Rubber Goods

LETTERS TO THE EDITOR

(Continued from page 12)

In the field of transportation, however, there are more producers of the same commodity than in any other field of industry. As a result, there are more producers to choose from when buying transportation, and the salesman of rail transportation has a greater competitive field in which to work.

A good salesman will constantly make every effort to persuade his customers to use his product or his service to the fullest extent. It is the result of this effort which does or does not justify the employment of a particular salesman.

The selling of a commodity (including rail transportation) is not, however, the sole responsibility of the salesman. There must be a definite desire on the part of the management to furnish the salesman with a product that is comparable both in quality and price, with that of his competitors. There is always a market for commodities of cheaper grade at a lower cost, but *this is not true of transportation* (our italics).

Generally speaking, the cost of

rail service between given points is the same and rail service is likewise the same, although this is not always the case. The users of rail transportation are thoroughly familiar with the carriers who furnish the best and most dependable service. The over-all time in transit is the governing factor in evaluating service. Adequate supply of freight car equipment as well as an efficient system of records and tracing facilities are also controlling influences in determining rail service to be used.

The *service* (our italics) offered by a railroad is made up of factors which extend far beyond the freight schedule or the time of products in transit. The relationship which exists between a railroad and the shipping or traveling public is an extremely important item. This relationship depends upon the manner in which *every effort of every employee does his job*. It takes the *collective effort of every employee* to perform the over-all service to the public (our italics). Each employee must do his particular job to the

best of his ability so that *the ultimate service rendered to the public will be satisfactory and acceptable*. This factor can easily be responsible for holding business to the rails, securing new business, or driving it to other forms of transportation (our italics). A satisfactory relationship between a railroad and the public greatly helps the railroad salesman do his job.

A railroad salesman cannot be credited with all the business secured nor can he be entirely charged with the loss of or the lack of business. However, the railroad salesman is the main channel through which flows public reaction to services performed and railroad management must depend to a great extent upon their salesmen to keep them informed of services required. The rail transportation salesman has, therefore, a tremendously important assignment, and no railroad can afford to have on its payroll salesmen who do not carry their full share of the responsibilities of selling the company's chief commodity—SERVICE!"

This statement appeared in the Rock Island Lines News Digest, May 19, 1949, some weeks after the May issue of DISTRIBUTION AGE.

UNIT LOAD

(Continued from page 23)

loads require operating space which makes for less of cubic capacity in the vehicle and does not permit as tight packing of goods to avoid shifting while in transit.

At the present time, there is a wide variety of equipment available for the handling of these unit loads. As time goes on, the railroads, the barge lines, the motor lines and the warehousemen will have to equip their terminals and points of storage for the handling of a wide variety of unit loads both palletized and unpalletized.

At the present time, simple hand pallet trucks, power-operated controlled pallet trucks, and hand-controlled power-operated pallet stackers are available, as well as a wide variety of gasoline, gas-electric and straight-electric fork trucks. Many of these fork trucks are now equipped not only with standard forks but with push-off devices for

unloading the merchandise from pallets before shipment. There are other devices for pushing off and pulling on unit loads that are not palletized.

Other types have been manufactured with grabs of one kind or another for picking up cartons, rolls of paper, steel drums, barrels, etc., the grabs being mechanically operated.

These grabs could be easily modified for use on overhead monorails, cranes and hoists so that the same unit load can be handled by other types of materials handling equipment. In handling palletized unit loads, pallets are simply constructed with inboard stringers which permit the use of slings and spreader bars. No doubt, unit loads can be developed with simpler runners easily applied when they are to be handled with overhead or other types of handling equipment.



Flexoveyor Mfg. Co., Denver, announces the Flexoveyor Piler and Bag Flattener, a unit designed to flatten and elevate bags in one operation. It is available in models to elevate from 12 to 20 ft. Newly packed bags handled by the piler-flattener are said to be rendered smooth and less bulky. In addition, it is stated they can be piled more easily in less warehouse space. As the bag is conveyed through the unit, the kneading and pressing action of the top hugger boom eliminates the air. Unit is portable. It is available with power-driven mechanism for self-propulsion.

QUALITY SERVICE

(Continued from page 56)

services may be said to relieve the shipper of the headaches of shipping. The forwarder picks up the shipper's package at his door, handles it with consummate care, ships it the fastest and safest way possible, and delivers it direct to the consignee. Care, speed, and economy are the forwarder's watchwords. The following are a few examples of their everyday application.

ONE of the country's largest manufacturers of appliances has an established policy of getting new models to dealers simultaneously. By shipping through a forwarder it is possible for him to coordinate deliveries in such a way that all dealers within a given area will receive new models the same day. The system pays off in dealer good-will and improved customer relationships.

A New England manufacturer was plagued with an abnormal damage-rate on merchandise in transit. Careful study convinced him that a good part of the damage resulted from the fact that his merchandise had to be transferred several times enroute. By utilizing the services of a freight forwarder, he was able to eliminate two transfer points. Damage claims fell to rock bottom.

A large Chicago department store had scheduled an important promotion. Five days before the advertising campaign was to start, the buyer, understandably jittery, checked with the traffic department to determine the location of the merchandise and to see what could be done to expedite delivery. Universal, who was handling the shipment, was able to inform the store of the location of the goods within half an hour. Moreover, owing to the store's urgent need for the merchandise, Universal expedited the entire shipment, saving one full day on delivery.

To say, then, that the forwarder charges at the l.c.l. rate and pockets the difference between that and the carload rate, would be gross oversimplification. Actually, the fact that he is able to pocket anything

(Continued on page 98)

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A MOBILE CRANE with independent load line winch—a heavy duty FORK LIFT TRUCK! . . . For crane work, just fold back the forks; for fork jobs, remove the boom in two minutes . . . LIFT-O-KRANE can be equipped with RAM for handling reels, coils, etc. WINCH available for rigging, hoisting, and pulling.



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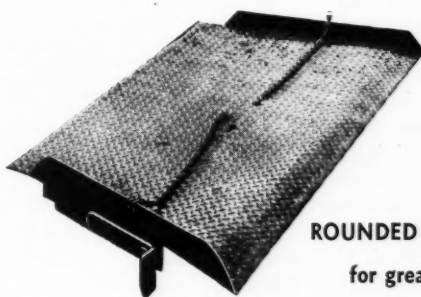
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NFSE CONVENTION

(Continued from page 42)

livered by Mr. Webster at the editors'-panel session:

"You meet here at a time of significant economic change. There are reports of consumer resistance; moreover, volume and net have shown some declines during the past several months. It is your function to maintain sales for your individual organizations in the face of declining markets no matter what the cause of such decline may be. I think this can be done, *provided* it is recognized that sales—in other words, marketing—is but one phase of *all* the basic phases of distribution and that all phases must be coordinated, largely through the instrumentality of the sales manager. By such coordination, cost burdens hampering increased or stable sales will be eradicated. The result would inevitably be higher volume and net. The phases of distribution to which I refer are marketing, handling, transportation, warehousing, finance and insurance, packing and packaging, and service and maintenance.

"We stated this concept back in 1945: 'Distribution starts before production with the movement of raw materials . . . and continues after production ends, until a finished product has reached its ultimate destination, the final user or consumer. Consequently, handling and transportation, finance and insurance, packing and packaging, warehousing and marketing, service and maintenance are all integral parts of distribution. Though separate activities, they are as completely interdependent as the links of a chain. In the years ahead, if there are to be more things for more people, distribution must be made as efficient and economical as production, through clearer understanding of the inter-relation of the parts to the whole, and by common-sense simplification and standardization of methods and practices. This is the concept of DISTRIBUTION AGE—the magazine that integrates all phases of distribution.'

"In September, 1946, a 32-page booklet, *Distribution Costs in Expanding Markets*, was published by the Chamber of Commerce of the

United States, crediting an article we published, 'Distribution Logistics Must Improve,' and commenting on the eight basic phases previously named. Two months later we published a comparison of their statements and ours regarding the eight phases.

"The concept will readily be understood by reference to a sales manager who, I think, is a prime example of a specialist in the field of distribution. Not only does he know his own job but he also *knows* the basic principles and functions of other executives in the distribution complex. He knows the importance of lowest possible freight

Load-Set Weblock

The Load-Set Weblock, manufactured by CJW Corp., North Hollywood, Calif., offers cargo handlers "a new means of securing a load safely, quickly, and at a cost savings." It appears to be particularly well suited to trucking and air-cargo operations. The company states that in heavy-cargo packing much greater pressure can be applied to hold the load than would be possible with ropes, since the unit provides a two to one mechanical advantage. For delicate cargo, the Weblock can be adjusted to provide the desired pressure. It is maintained that there is no slackening or backlash after tightening. For general trucking purposes, 23 ft. of webbing would be required. Webbing is available in widths of 1, 1½, and 2 in. Special lengths will be made to order. Based on most recent price quotation, webbing would cost about \$27 per truck. Lock retails for \$3.50. The unit is said to have high durability.

rates. He knows that efficient containers will reduce damage and facilitate handling, transportation and storage.

"Perhaps he doesn't bother with the finer 'details,' but he knows what is going on just the same. His traffic manager and warehouse superintendent, his packing- and packaging-designer, and the other distribution specialists, all feel as free to consult with him as he does with them. Often they have confabs, sometimes over an apparently small point. But whatever the circumstances, it often requires several heads to arrive at the best possible answer. Perhaps it is injury to con-

tainers and goods; perhaps it is a new materials handling system involving modification of the container. His mind seeks things that might seem routine. To him, nothing is small; to him, nothing is routine or outside his sphere until he has completely satisfied himself that it is.

"*He is a distribution expert.* His function is a combination of all the functions represented by his associates: preparing for shipment, shipping, protecting enroute, storing for the right moment to sell, detailing routing along the channels of distribution. He is with his goods physically and non-physically all the way from plant to final consumption.

"When I look before me and see you sales managers, I think of the great opportunities you have. All production and distribution entities must have their power plant, and therein lies your opportunity. You are the integrators. Your sales make production possible; your distribution of the products makes more money available for further production. You are the modern entrepreneurs of industry.

"In telling you about your distribution role and your role as integrators of distribution functions, do not think that I am suggesting burdens beyond those you now have. But think of the sales manager-distribution expert. He is not unique; there are many others like him. The proof is right at hand, in the current issue of DISTRIBUTION AGE.

"Here are some case histories. And by the way, please note that sometimes the initiative lies with others in the field of distribution. It does not always have to stem from the sales manager. *But*, in every case the sales manager plays a key or decisive role.

"Case I. This was a hard-goods problem. Top management called in warehousing officials, traffic manager, production manager, shipping-division chief and a trucker. Result: a revolutionary idea in standardized packaging and packing, which, although it increased packing costs as such, warehousing, insurance, and other costs were reduced so drastically as to result in a significant over-all cost-saving. Moreover, handling-time was re-

duced and production was sustained throughout the year; thus, costly peaks and slumps were avoided.

"Case II. The desire of a sales manager to obtain a more attractive container and to have uniformity of package design led to lower costs in packing and warehousing. He called in his shipping-room chief, his container- and box-buyer and some regional sales managers. After a preliminary conference, he called upon his warehousing agent to discuss the problem further. Result: five basic shipping units, as against 70 in the past. Goods could now be stacked higher in the warehouse; the shipper profited and the warehouseman profited, the latter through good-will and better utilization of space. The sales manager learned that warehousing services do not start and end with the sale of space. He found that warehousemen have a backlog of experience, a wealth of know-how, which the sales manager could draw upon to advantage.

"Fork-truck utilization, to give still another example, required structural changes in warehouses, changes in packing, changes in scheduling of motor trucks, etc. (Thus all functions of distribution are brought into play by the specialists as soon as some specific distribution function is affected.) This is transcendent proof of the singleness of distribution. These and other factual cases show that all the functions of distribution are inter-related, are interdependent, and are actually *facets of a single entity*.

"Hence, the job of every representative of distribution functions is to preserve that entity by promoting coordination of distribution activities. Consultation rather than dictation is requisite; human values are involved. Such consultation will mean lower costs, higher efficiency, inventiveness, initiative . . . in fact the promotion of every human and natural value that makes for higher earnings.

"Naturally, such teamwork by distribution specialists must proceed under a concept, a policy which states (and requires) that the good of each is necessary to the good of all. When top management realizes the necessity for the integration I have referred to, the method of accomplishing it will be a matter of

company policy. In some companies the specialists can be encouraged or required to coordinate their activities, while in others a permanent distribution-research team might be set up to study all of the individual phases in their relation to each other and to the good of the whole. What phases of activity should be included in this team? This should be determined by the basic functions of distribution. Those included should be the sales manager, the advertising manager, the traffic manager, the materials handling engineer, the industrial designer, the transportation manager, the warehouse superintendent and any one else suiting the needs of the company and its product.

"Of course, we do not expect to reach the millennium in the very near future. There are deep-rooted problems which will require time and effort—the effort of many—to overcome. For example, carriers may continue to set rates based on the value of a commodity and its 'ability to pay' rather than on more valid bases. But it still remains true that despite specific instances

of prejudice and malpractice, the distribution sector (fortified by integration of men and methods) offers manifold opportunities for saving and thus, for more profitable enterprise."

Excerpts from Mr. Hood's address follow:

"Distribution efficiency has not kept pace with the production efficiency. The ratio of costs has consistently changed in favor of production until today we have a generally accepted ratio of 41 to 59—41c. out of the consumer's dollar for production and 59c. for distribution. . . .

"If we sales managers can bring the same optimum of efficiency to the area of distribution that production management has brought to their end in American business, we will meet this great profit-squeeze-play of the politicians head-on and still retain that life-line of American business—net profit. The where and how of that job is the subject of this discussion. . . .

"Our philosophy of approach will be that of INTEGRATED MARKETING (Continued on page 100)

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WHAT MATERIALS HANDLING

(Continued from page 48)

they go along with manual handling and wonder why their costs are so high. Actually, when you get right down to it, there are very few things you can't handle mechanically. But it takes initiative and sometimes plenty of ingenuity. Well—how's this for an example of ingenuity: I know a firm that ships copper bars. The bars are shipped in lots of 250 to 280 pieces. They weigh about 200 lbs. apiece."

McCormack continued: "For years refined copper bars were shipped in closed freight cars because of the operating procedure and the chances of theft enroute. Each bar was handled individually, being placed in the box cars in piles of alternate or crisscross rows. The bars were always loaded and unloaded singly, which took several hours.

"Then a freight car shortage arose, making it impossible for the shipper to get a sufficient sup-

ply of box cars. To furnish the bars to the mills in proper quantity, a new shipping plan was devised. In place of the time-honored box cars, open-top gondola cars were used. In addition, a complete change in handling was effected. Now, before a shipment is loaded into freight cars, two of the bars are placed in position several inches apart. On top of them, other bars are closely piled in alternate fashion. The entire pile is then steel-strapped into a unit. The two bars at the bottom form the support for the 'palletized load' which results from this method of 'packing.' Power cranes are used at loading and unloading points. The unit loads of bars are transported without loss or damage. The time in handling by both shipper and consignee is greatly reduced, with consequent lowering of labor costs.

"But," McCormack went on, "if palletization is to become a stand-

ard shipping procedure for all of industry, there must be more co-operation from the railroads. And here's what I meant before when I said my own experience tends to back up the argument that by and large the railroads show little interest in handling equipment. Well, to give you just one example, on the job I just did for Expert Chemical we did considerable l.c.l. shipping. We were trying to put in a complete palletization program. It was OK where we were shipping carload lots direct to a consignee. He had the handling equipment to unload the pallets. But we were stuck when it came to the l.c.l. freight. Why? Because the railroads didn't have the necessary unloading equipment at the transfer points and freight stations."

"Well," Boldt responded, "there's no point in putting all the blame on the railroads." It's a difficult situation and nobody's all right or all wrong. It seems to me that instead of complaining about the situation, the shippers ought to get

(Continued on page 65)

New GMC Line

Heavy-duty line, already in production, has power plus functional design.

AN "all-new" line of heavy-duty trucks has been announced by GMC Truck & Coach Division, General Motors Corp.

The new "H" line will feature 61 basic gasoline and diesel models, with gross vehicle weights ranging from 19,000 to 75,000 lbs., and gross combination weights up to more than 90,000 lbs. for vehicles used in off-the-highway operation.

GMC engineers, in designing the

"H" line, have stressed engine power, chassis strength and cab design. A "massive new functional design" is described as making the heavy-duty models look like "big brothers" to GMC's light- and medium-duty vehicles.

Five new gasoline engines are among the new line's features. All have greater horsepower than previous GMC engines. The diesel line incorporates what are stated to be improved 4-47 and 6-71 GM diesels which develop 135 and 200 horsepower respectively.

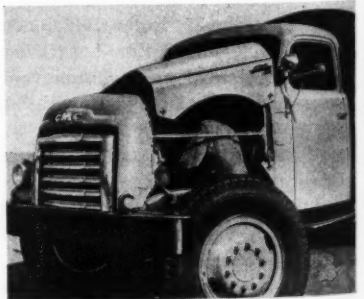
The "H"-line chassis is reported to have deeper, stiffer frame side rails, an additional front crossmember, and "alligator"-type rear crossmembers. All models have wide-track front axles and "new and improved hydraulic and air brakes."

The driver is said to be assured increased vision and comfort through improved cab-design. The all-steel welded cabs, attached to the frame by rubber-cushioned, "shock-

free" mountings, have doors with metal-framed safety glass and larger windshields with base-mounted dual wipers. Cabs are reported to be fully insulated and sealed, and soundproofed to reduce engine noise. A built-in ventilation system draws in a controlled amount of outside air and forces used air out. A blower-and-heater unit (optional) serves as a cooler in summer and a heater and defroster in winter.



Cabs are roomier, with greater vision, increased comfort, and improved ventilation and insulation.



Front fenders on all conventional models are easily removed for major maintenance work.

WAREHOUSE ELEVATORS

(Continued from page 57)

to his own expense if he breaks up these loads for hand-truck movement when received, then has to palletize the commodities again when moving them out of storage to meet the requirements of the receiver who is using pallets in his own establishment. In all cases, the advantages of industrial trucks are weighed carefully by engineers against cost of equipment and any building-structure changes.

In the few instances where engineering analysis indicates that power-truck freight-handling would not be advantageous when balanced against change-over costs, a study of existing elevator equipment in multi-story warehouses usually reveals that elevator modernization will effect substantial savings through faster operation, through reduction of unavoidable delays, and through an increase in the productive utilization of elevators.

How engineers go about fitting elevator equipment to present freight-handling needs is revealed in a typical analysis of the elevator requirements of a food-processing factory in the Chicago area. The factory was recently faced with the problem of handling a 23-percent increase in the production of one product and a 50-percent increase in the production of another, both as a result of installation of new processing machinery. It was obvious that the two freight elevators, of the old-style hand-rope-operated type, in use in the factory for the past 36 years, could not handle the increased load. The question was how much renovation was required—whether to add a third elevator to the vertical transportation system, modernize both the old elevators, or modernize only one of them.

The first step was to obtain accurate figures on utilization of present equipment. Examination of present production schedules and materials handling methods showed that the two elevators made an average of 323 one-way trips per day, consuming 178 minutes in travel time; that unavoidable delay used up 54 minutes, and loading and unloading, 311 minutes—a total of 543 minutes for the two elevators.

Two men were used on each elevator and the cars were being utilized 87.5 percent of the time, the remaining 12.5 percent of the time being unavoidable delay. Analysis of the stepped-up production program indicated that the elevators would have to be utilized 109 percent of the time, obviously an impossibility.

The existing elevators traveled only 50 ft. per minute and carried a 186-lb. minimum overload on 27 percent of their trips. Such overloading is not desirable; therefore, the safety factor also had to be taken into consideration.

To determine exactly how much time was being consumed in present elevator operation, time studies were made. It was found, for example, that every time one of the elevators was loaded or unloaded, 18.87 seconds were required in opening the doors, dropping the threshold plate, picking up the threshold plate and closing the doors. The average number of times each elevator was loaded and unloaded each day also was determined. If an item was received on the second floor and stored and used on the fifth floor, the elevator would be loaded once and unloaded once. But if the item was received on the second floor, stored in the basement and used on the fifth, the elevator would be loaded twice and unloaded twice.

The possibility of handling freight with power industrial trucks was examined, but floor-load capacities permitted fork trucks on second and basement floors only. Pallets were dropped on caslon skids and hand-trucked on and off the elevators. The elevators held three caslon skids or four 4-wheel hand trucks.


A study of the factory's receiving and shipping records revealed that freight handling varied from day to day but that on 203 out of 303 days the volume was 15 percent above average. Elevator requirements necessarily had to be planned to allow a margin of capacity and speed to take care of this excess.

Extending the utilization figures obtained for existing elevator equip-

(Continued on page 65)

**HANDLE
MATERIALS
Cheaper
and Safer**

by
**MOTO-
TRUC**
Motorized
**BATTERY OPERATED
WALKIE TRUCK**



SHORTEST OVERALL LENGTH

Easiest Control

Moto-Trucs are up to 15" shorter, operate in narrower aisles, leave more space for storage.

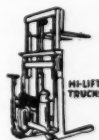
A turn of the wrist on roller type handle gives two speeds forward and two speeds reverse. Push buttons in ends of handle control the hydraulic lift.

On Hi-Lifts, there is stabilized 4-point load support, and patented articulating hinged spring unit which holds drive wheel down for better traction.

On Pallet Trucks, patented Nydegger shackles on load wheels insure smooth travel over uneven floors, elevator openings, etc.

Moto-Trucs are easiest to inspect and service. The interchangeable motor unit can be replaced in from 15 to 30 minutes.

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**ORIGINATORS OF
MOTORIZED HAND TRUCKS**

JOINT CONVENTION

(Continued from page 20)

American Material Handling Society, with which 10 chapters are now affiliated; eight are as yet unaffiliated. Other developments in the Chapter program were then taken up by J. W. Wunsch, chairman.

After the induction of new members by W. A. Meddick, Edwin L. Morris, vice president of Booz, Allen & Hamilton, discussed: "Is Your Company Prepared for Rough Weather?" His major point was that there was need in every company for current market research, particularly in view of significant changes in population, commodity origin, etc., over the past several years.

A joint luncheon was then held for all association members. This luncheon was notable for the stress laid on the need for cooperative work within companies themselves, to the end that materials handling equipment can be selected on the basis of utility. Mr. J. H. W. Conklin was chairman. The subject featured at the luncheon was: "Let's Sell Our Industry." Mr. Conklin introduced Mr. Gibb, who pointed out that he represented more than one aspect of materials handling

and expressed the hope that the MHI would soon be representative of all materials handling phases, including overhead carriers and conveyors.

Mr. Shepard, in line with Mr. Gibb's statement, said that no one materials handling device would answer every given problem. At this luncheon, Mr. Conklin stated that his own organization, when building a new plant, got one of its own experts to coordinate the plans of the various departments engaged in production and assembly so that the proper type of handling equipment would be used in the proper place; the result was that practically every type of materials handling equipment was used in the plant.

Mr. Conklin said in effect that what should be done by the industry is to ascertain that in selling equipment, it should be for the good of the entire industry and its individual members.

The feeling at the meeting was to the effect that, instead of squeezing the other fellow out, a new attitude of objective evaluation should be substituted. To make this more than a hope, it may prove necessary to include those materials handling elements in the cooperating group which are not as yet represented.

The various statements by speakers at the meeting gave support to the slogan, "Let's Sell Our Industry." There was a strong conviction that the good of the industry and the good of the individual members required that potential users be educated to the significance and value of modern materials handling equipment and that each type of

equipment has its uses, depending upon specific circumstances.

In addition to the joint meeting, the individual associations held their own meetings. We are informed that among the principal matters which were discussed at the ALT&PIMA meeting were the report on the conference with the Munitions Board Advisory Committee in Washington, questions of institutional advertising, increasing the membership, and case studies to be incorporated in the forthcoming MHI Materials Handling Manual.

The C&FTMA reported that a special committee is working on standardization of casters in cooperation with Government bureaus, with reference to procurement standards. The Wheel Committee announced revision of Mold-On, Rubber-tired, Factory Truck and Caster Wheel standards. It was believed that the progress already made in setting basic standards for interchangeability will be beneficial to consumers. The possibility of an exposition was discussed, and it was the feeling of the membership that an exhibit in 1951 would "merit active support."

EITA reported the acceptance of the resignation of C. S. Kells as managing director. Mr. Kells is now with the B. J. Martin Publishing Co., Chicago.

Dr. Wilson

Dr. G. Lloyd Wilson, Professor of Transportation and Public Utilities, and Chairman of the Transportation and Public Utilities Department of the University of Pennsylvania, has been notified of his election as a Member of the Institute of Transport. The institute is the Royal Chartered Society of Transportation of Great Britain, with headquarters in London. Dr. Wilson is Director of Education of the American Society of Traffic and Transportation and vice president, education and research, of the Associated Traffic Clubs of America.

A practitioner before the ICC and the Maritime Commission, Dr. Wilson was president of the Philadelphia chapter of the ICC Practitioners Assn. from 1944-47. He is now a director. During the war Dr. Wilson was director of the Division of Rates and chief consultant on rates for the Office of Defense Transportation. He was associated with Joseph Eastman as assistant director and chief consultant of the Federal Coordinator of Transportation. In addition, he was director of the Division of Transportation of the Office of Price Administration and Civilian Supply before it became the OPA.

New Paperboard

General Motors Corp. is using TUF-BORD, a new, rigid, extra-strong folding paperboard developed by Robert Gair Co., Inc., New York. A family of 16 cartons made by Gair is being used for GM automobile parts. Incorporating the GM trademark in black printing on yellow stock, these cartons received honorable mention at the recent Folding Paper Box Association competition. Norman F. Greenway, vice president of Gair, states that the company's chemists and papermakers developed a unique new process giving extreme strength to paperboard, and have adapted it, as TUF-BORD, to folding-carton manufacture. The material is said to sustain Mullen, tear, tensile-strength, and rigidity tests far beyond the usual folding-carton standards. These properties, it is further stated, provide opportunities for reductions in thickness and weight without impairment to the carrying qualities of the package. TUF-BORD is made in four thicknesses—.020, .024, .028, and .032 in. It is available in white, brown, and colors; printing surface is suitable to multi-color and high-gloss printing.

IMPORTANT CORRECTION

On pages 187 and 383 of our 1949 edition of the D and W DIRECTORY, the insurance rate of the United States Warehouse Company of Detroit is incorrectly published as 94¢. It should have been published as 9.4¢ and we recommend your recording the correction on both pages for your future guidance.

WHAT MATERIALS HANDLING

(Continued from page 62)

together with the railroads—in fact with all the carriers—and get down to brass tacks. Develop standard-size pallets, determine maximum reasonable weight of unit loads; get together on the design of suitable transport equipment. You know what I mean—a little co-operation."

"I can't argue with you there," McCormack said. "The only trouble is the carriers tend to leave most of the research to the shippers. I'm not going to say that the shippers aren't the big beneficiaries. But mechanization helps the carriers too. Where shippers use pallets, the railroads get faster loading and unloading. That gives them quicker turn-around time."

"You may be right," Boldt murmured. "But don't forget that for the roads to profit by faster handling, they'd have to revise the switching schedules on local drill service. And another thing. Why do shippers expect the railroads to take palletized unit loads without

charging for the weight of the pallets? After all, no one expects us to deduct the weight of barrels or boxes. Then why should we deduct the weight of pallets?"

"I don't think it's so much a question of deducting the entire weight of the pallet as it is of arriving at a solution fair to both sides," McCormack said. "I personally don't think the railroads should be expected to carry pallets free, but I do think they can do a lot better than charge on the basis of the commodity rate. You see, here again it's a question of cooperation—shipper and carrier getting together and working the thing out together. No reason in the world why they can't do it. But don't forget, it's a two-way proposition. The roads have to keep abreast of handling techniques. How else will they be able to help the shipper meet his materials handling problems?"

McCormack paused. "Well, will I see you at the next materials handling show, George?"

WAREHOUSE ELEVATORS

(Continued from page 63)

ment to the planned increase in production, it was determined that elevators would have to make 374 one-way trips instead of 323, using 204 instead of 178 minutes in travel time; that there would be 62 instead of 54 minutes in unavoidable delay and 361 minutes instead of the present 311 minutes for loading and unloading the increased amount of materials. Total time the two elevators would have to be in use with the increased production program would be 627 instead of 543 minutes.

* As a result of these freight-handling requirements, plus the need to avoid overloading from the safety standpoint, it was determined that a fully automatic elevator of 8,000-lb. capacity and a speed of 150 ft. per minute, to replace one of the antiquated hand-rope elevators, would provide adequate capacity to accommodate the increased production.

With the present elevators traveling 50 ft. per minute, each elevator could make only 250 trips with two men during each day shift. With the higher-speed electric automatic elevator the number of trips could be increased to 328. Using only one man, the hand-rope elevator could make a maximum of 159 trips; with the faster modern equipment, 187 trips.

From this it was determined that by keeping two men on each elevator and replacing one of the hand-rope elevators with automatic equipment, the combination would operate at 92 percent of efficiency (more than adequate for 1949 production needs) and leave an eight-percent margin for the future. Two automatic elevators would be utilized productively only 87 percent of the time and it was decided that this excess capacity was not needed at present.

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**Telescopic Straddle Type
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Pile it HIGH at LOW cost with push button ease! Pile it faster; pile it safely—the GO-GETTER way. It's so easy with all controls at end of handle. Utilize that valuable space near the ceiling in warehouse, stockroom or loft.

EASY DOES IT!

Save more floor space, also with this latest GO-GETTER which handles 48" x 48" pallets from narrow six-foot aisles, a tremendous advantage. And the GO-GETTER is easy on the check book, too. Seven types cover all requirements.

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EDITORIAL COMMENT

(Continued from page 11)

on such activities in order properly to determine the economy of handling equipment. This applies equally to other activities of the given company, such as packing-packaging.

A simple illustration can be given: company X manufactures a household appliance. Output rate varies markedly by season, with peak production for winter goods in November and a smaller peak for summer models in June. Volume varies from 8,000 units per month down to 1,200. Because of this range, it is impossible (other factors remaining unchanged) for the company to profitably employ handling equipment: it would have had equipment idle over long periods yet been forced to maintain all equipment in order to meet maximum demand.

The company called in a materials handling consultant, who advised it to adjust operating rates so as to eliminate, in large part, seasonality; to utilize warehousing for units produced, the cost of which would be counterbalanced by having goods close to market; that shipping steadily and in volume would reduce transportation costs; that steady employment of work force would eliminate the need for periodic expansion and reduction of work force, thus reducing inefficiency, etc. The materials handling consultant, in this case, could only give rather general advice on all factors other than handling-equipment functions; the company would not release operating figures to him.

Its own computations (based on the above suggestions) indicated that an over-all saving of close to three percent in cost of goods sold was possible, and that by adding handling equipment (less the cost of consultation) a saving of over five percent was possible. This did not take other benefits into consideration which could not readily be reduced to dollars. When it is considered that companies figure to three places or more (figuring to the ten-thousandth part of a dollar on key data), such a saving is of very great importance. You will

note that every significant factor of distribution was considered, and that the problem was not looked upon as departmental but rather as inter-departmental.

A brief discussion about the principles of reasoning embodied in the above case and in this issue's lead article is pertinent. In both cases (which should be looked upon as typical) the parties began at the specific problem (handling) and broke it down into its essentials (production, warehousing, packing, transporting, etc.). This was analysis—the breaking down of a factor into its components (labor costs, operating rates, market fluctuations, etc.) and then inter-relating them on the basis of a new set of conditions (new materials handling methods and equipment). This phase was synthesis. As a result of the new combination, new conclusions were reached, and these were assayed on the basis of dollars saved.

This is the scientific approach, not (as is so often the case) the limited, hit-or-miss approach. Smaller enterprises, quite evidently, may make use of this procedure, and should not look upon it as the prerogative of large corporations. This is a common fallacy, and springs from very severe managerial limitations.

This does not mean that management in every case should hurry out and hire a statistician, a time-study expert and a few others to boot. *Management's first job is to educate itself.* And one of the first things it has to learn is, "Where do I stop?" This is the \$64 question.

Spend a bit more than you would like to, thus giving yourself a safety margin: the extra information you get may well prove invaluable.

I can give a first-hand experience in support of this statement, and one that is fairly typical. Several specialists were called in not long ago by a major textile mill to prepare a legal-economic brief. After much discussion and the preparation of preliminary reports, it was decided to channel the brief along one major line of approach, rather

than two. The company's decision was justified in part, since each line of approach was legally independent of any other. But the company failed to realize that by the very act of refusing to try the other approaches, which it was legally and economically justified in doing, the company appeared to admit to the party receiving the brief that not only was its case weak on the rejected basis but was probably weak on the basis selected for submission. But more than this, the specialists felt that they were limited to an approach which involved the most money to the company but was least profitable from an investigative viewpoint. It can readily be understood by the reader why the resultant brief was not a sterling example of the triumph of mind over matter.

In conclusion, an interesting angle might be brought up. It concerns a company which didn't bother much with analysis and synthesis, preliminary investigations of a general sort or what have you, but went ahead and bought some conveyors. The angle was this: the company had loads of money and could afford to "take a fling" on a novelty. If it didn't work—well, they could always park the equipment out in the yard. In this case, it happened to work. In another case, a company put in a conveyor that snaked from one end of the plant to the other between ceiling-high compartmented goods. Employees working along the thing either had to do handsprings or hundred yard dashes to get around it. The company finally junked it. Why? Because management hadn't fully investigated conveyors, hadn't visualized the problem, hadn't really done anything except lay out the money.

It's not surprising that some businessmen look with a bilious eye on materials handling equipment, and this despite the fact that major sellers of this equipment are ready and anxious to do a thorough job of analysis and are properly equipped with staffs which do nothing else.

People in Distribution

For our readers' convenience, items referring to one person only are arranged alphabetically according to the individuals' names. Company news or changes affecting more than one individual are arranged alphabetically by company names. Association items are similarly arranged.

J. H. Blackledge has been appointed eastern regional manager of Allied Van Lines, Inc. He will supervise administration of Allied's four eastern districts.

John M. Budd, Chicago, has resigned the presidency of the Chicago & Eastern Illinois Railroad to become vice president of operations of the Great Northern System.

B. D. Henderson has been appointed manager of the recently combined purchasing, traffic, stores and shipping department at the Sharon, Pa., plant of Westinghouse Electric Corp. (Kline)

Frank E. Howell has been appointed district manager in Madrid, Spain, for Trans World Airline.

Downing B. Jenks has been named vice president of the Chicago & Eastern Illinois Railroad. He continues as general manager.

W. E. Johnson, formerly traffic manager for Rogers Cartage Co., Chicago, has been named vice president in charge of traffic.

R. Bruce McKenzie has been appointed sales engineer by the Butterfield Division, Union Twist Drill Co., Derby Line, Vt., manufacturers of taps, dies and other cutting tools.

Frederick C. Schwendler was appointed chief engineer of the Stamping Division, Eaton Manufacturing Co.

H. W. Scott has become traffic manager in San Francisco for Air America, transcontinental irregular carrier.

Harry G. Smith has been appointed traffic manager for Morrow Inc., Evansville, Ind. Mr. Smith has had 30 years of experience in traffic and transportation.

A. J. Tait has been appointed director of traffic for the Ringsby Truck Lines, Denver. Mr. Tait has been in the transportation field for more than 25 years.

Donald R. Wooden has been appointed special representative in Balboa for Pan American-Grace Airways, Inc. He was formerly district traffic manager for Panagra at the Canal Zone.

Leslie J. Woods has been appointed vice president-director of research and engineering to direct all engineering and research activities of Philco Corp.

Brig. Gen. P. F. Yount, who has been assistant chief of transportation, Office of the Chief of Transportation, Department of Army, will assume command of the New York Port of Embarkation.

Bemis Bro. Bag Co. has announced the retirement of **Ernest B. Roberts**, manager of the Peoria, Ill., plant. **L. J. Finn** has been appointed to succeed Mr. Roberts as manager.

Eastern Railways has elected **H. E. Jones**, executive secretary, Bureau of Information, as chairman succeeding **H. A. Enochs** who is retiring because of ill health.

Federal Motor Truck Co., Detroit, has re-elected **George H. Hammond** president and general manager. Other officers re-elected were: **Ferdinand L. Ruddon**, vice president and assistant general manager; **Chandler A. Rogers**, secretary and treasurer.

Fruehauf Trailer Co. has elevated **Harvey C. Fruehauf** to the post of board chairman; **Roy A. Fruehauf** was named president.

Hyster Co., Portland, Ore., has appointed **Theron Howard** manager of the Peoria, Ill., plant. **J. F. Lewis** is being transferred to Portland to assume the duties of chief production engineer.

Louisville Public Warehouse Co., Louisville, Ky., has announced that **C. W. Cox**, former president, has been elected chairman of the board. **E. H. Bacon**, former vice president, is the new president, and **C. W. Best**, is vice president and secretary.

Mack-International Motor Truck Corp. has appointed **J. W. Adelung** manager of the Brooklyn branch and **W. A. Brady** manager of the company's White Plains, N. Y., branch.

Trans World Airline has appointed **W. L. Trimble** director of operations in Europe. Mr. Trimble succeeded **E. T. Bolton**, who recently resigned from TWA to become vice president of operations for Philippine Airlines.

Worthington Pump and Machinery Corp., Harrison, N. J., has elected **Robert E. Marshall** secretary. He succeeds the late **C. Neal Barney**.

The Colorado Transfer Warehousemen's Association has elected the following officers: president, **Charles J. Bush**; vice president, **Harold Burch**; treasurer, **L. D. Galvin**.

Controllers Institute of America has elected to membership **Floyd A. Scherer**, controller of the St. Paul Terminal Warehouse Co., St. Paul, Minn.

The Equipment and Maintenance Council of American Trucking Associations elected **Emil P. Gohn**, Philadelphia, chairman.

The Export Packers Assn. of New York, Inc. has been formed to "advance the science of packing and to disseminate information on packing methods and procedures."

Illinois Motor Truck Operators' Association has re-elected **Anton P. Nelson** president for the sixth consecutive term. Mr. Nelson is president of Star West Cartage Co. and Gary Warehouse Co. **Walter E. McCarron**, executive director, was also re-appointed. He has been manager of the association for 19 years.

Industrial Traffic Managers Association of Baltimore has elected the following officers: **Dale E. Gordon**, Chemical & Pigment Division, Glidden Co., president; **Carl J. Wilson**, United Distillers of America Ltd., vice president; and **Robert M. Pilsen**, Anchor Post Fence Co., secretary-treasurer.

Iowa Motor Truck Association has elected **J. H. Gillespie** president. Mr. Gillespie had recently resigned as executive secretary of the association. **L. E. Crowley** will be the new executive-secretary.

The Material Handling Institute Inc. has announced approval of the following companies for membership: Monarch Rubber Co., Hartsville, Ohio; Harnischfeger Corp., Milwaukee; Mansave Industries, Inc., New Haven, Conn.; Island Equipment Co., Long Island City, N. Y.; American Monorail Co., Cleveland; Thew Shovel Co., Lorain, Ohio; Vickers, Inc., Detroit; Harry J. Ferguson Co., Jenkintown, Pa.; The Frank G. Houch Co., Libertyville, Ohio.

Minnesota-Northwest Warehousemen's Association has elected **C. D. Pyle**, Great Western Warehouse, Inc., Minneapolis, president. Other officers are **F. D. Newell, Jr.**, Minneapolis Cold Storage Co., Minneapolis, vice president; **William B. Carlson**, Central Warehouse Co., St. Paul, secretary; **L. H. Lockore**, Northwestern Terminal Co., Minneapolis, treasurer.

New Jersey State Association of Refrigerated Warehouses has elected the following officers: president—**J. K. Storer**, Union Terminal Cold Storage Co., Jersey City; vice president—**Conrad Proebstle**, Atlantic City Ice & Cold Storage Co., Atlantic City; secretary-treasurer—**Robert E. Baker**, Camden Refrigerating & Terminals Co., Camden.

New York Metropolitan Society of Motor Carrier Accountants has elected **Augustus G. Riegler** of Motor Haulage Co., president. Other newly elected officers are **Henry J. Ankner**, Branch Motor Express Co., vice president; **Arthur M. Bluestine**, New York State Motor Truck Association, secretary; **Joseph Stern**, Associated Transport, Inc., treasurer.

The Traffic Club of Montreal has elected the following officers: president, **Pierre A. Marchand**; first vice president, **R. L. Broderick**; second vice president, **F. T. Parker**; and secretary-treasurer, **F. J. McCann**.

The Warehousemen's Association of the Port of New York, Inc., has announced the retirement of **Francis T. Leahy** as executive vice president. He has held the post since November, 1939, at which time he had retired from more than 46 years in the Customs service. (Vitkauskas)

DISTRIBUTION BRIEFS

Associated Transport, Inc., New York, has opened its new terminal at East 26th Street and Lakeside Ave., Cleveland.

Bemis Bro. Bag Co. has announced that its multiwall plant in Houston is in a position to supply all types of multiwall paper shipping-sacks in the Texas area. The company has also expanded its Dri-Tite canvas production facilities with the establishment of a canvas department in its factory at New Orleans.

Edgar's Sugar House, Inc., Detroit, has changed its name to Edgar's Warehouses, Inc.

Fruehauf Trailer Co. has added a new branch in Houston. The new headquarters can service 22 trailers at one time and has a complete stock of trailer parts available.

The Houdaille-Hersey Corp.'s Houde Engineering Division, Buffalo, N. Y. has opened a Chicago office in the Engineers Building.

Kansas City Terminal Warehouse Co., Kansas City, Mo. and **Rock City Storage Co., Inc.,** Little Falls, N. Y., were elected to membership in the AWA's Merchandise Division.

Packers Terminal & Warehouse Co., a new warehouse corporation, opened for business June 7 in a 330,000-sq.-ft. building at 4000 S. Packers Ave., Chicago. Officers of the corporation, of which G. M. McConnell is president, G. M. McConnell, Jr., is secretary and treasurer and H. W. Verrall is vice president, are the same as those who formerly operated Railway Terminal & Warehouse Co., Chicago. The new warehouse has merchandise and refrigeration facilities for both perishables and non-perishables.

Portland Associated Shippers, Inc., has been organized by Lee M. Neff, transportation consultant. The organization's purpose is to lower shipping costs for distributors and manufacturers. (Haskall)

Sun Oil Co. has purchased a 45-acre riverfront tract in East Toledo, as a site for a marine terminal. The terminal would provide space for the simultaneous loading of a number of tankers. (Kline)

United Truck Lines of Spokane, Wash., will operate directly into Salt Lake City.

United Van Lines has purchased a new plant in St. Louis. United Van will transfer its storage, terminal and office facilities to the newly acquired building.

The Victory Truck Lines, St. Louis, has changed its name to Chicago-St. Louis Express Inc.

BOOKS AND CATALOGUES

BARRETT No. 10482 presents a comprehensive line of Barrett elevators and portable cranes. This 36-page book is heavily illustrated and contains information and specification on various models in the line. The

newest Barrett elevators, the "Hundred" line—three standard models that meet a wide range of elevator requirements—are presented in an insert. It describes and illustrates in detail the features which have figured in the widespread use of this make of elevator.

BARRETT No. 4883. A 28-page illustrated bulletin describing in detail hand lift-trucks in capacities from 1,000 to 15,000 lbs. Close-up views illustrate the advanced mechanical features of Barrett single-stroke hand lift-trucks. The chapter, "Selecting the Proper Model," will be of practical interest to lift truck users. Barrett-Cravens Co., Chicago

TOWMOTOR JOB STUDIES NOS. 83 and 85 contain information on the methods used by various companies to solve difficult materials handling problems. They have been prepared to assist in solving specific materials handling problems. Towmotor Corp., Cleveland.

CLARK'S MATERIALS HANDLING NEWS. A 31-page illustrated brochure concerned mainly with what a fork-lift truck is designed to do. Discusses power types: gas or electric battery; the principle of counterweighting; how turning radius affects maneuverability; and other basic factors helpful to fork-lift-truck user and prospect. Clark Equipment Co., Industrial Truck Division, Battle Creek, Mich.

BYERS "TRAVELER" has issued a 20-page illustrated booklet discussing the Byers Traveler Mobile Chassis. This booklet details essential parts of the mechanism, explaining functions and pointing out the economies and efficiency of this piece of apparatus.

BYERS 3/4 MOBILE CRANE AND CARRIER. Descriptive booklet describing features of the crane carrier's chassis, lifting capacities and specifications, as well as overall dimensions. One of the features, described and illustrated, is the folding, hinged crane boom which minimizes the over-all length, thus permitting ease of operation on highways. Copies of both booklets may be obtained from The Byers Machine Co., Ravenna, Ohio.

YALE WEIGHT PRINTER. A 12-page illustrated bulletin giving technical information about Yale's new Load King Scale Weight Printer. The bulletin answers in detail the following questions about the weight printer: why was it developed? how does it operate? what functions will it perform? what are the special features? Write to Yale & Towne Mfg. Co., Philadelphia.

MATERIALS HANDLING CATALOG—Form No. 30. A catalog taking in over 100 pieces of materials handling equipment able to be used in conjunction with motorized equipment. These units are all part of a system which has been designed for efficient handling of various materials. Copies can be obtained by request to Fab-Weld Corp., Philadelphia.

ENGINEERED TO SERVE PRODUCTION. A 32-page catalog (No. 848) giving examples of how handling costs can be cut. Illustrates all types of conveyors—roller, wheel, live roller, belt, etc.—at work moving different commodities. Also includes sizes and other engineering data. Mathews Conveyor Co., Ellwood City, Pa.

One of the best services in the trucking field is the well-known booklet *Trends*, put out each year by the ATA. The 1949 edition is just off the press. Concentrated within but 49 pages is basic information on trends in truck registrations, tonnage, employment, average loads and hauls, etc. Regional breakdown of some of the data adds to the value of the handbook, which does not merely give figures but points out that "The trucking industry has given a flexibility to transportation undreamed of in earlier years, and has given rise to new and revolutionary concepts of production and distribution. (Italics ours) In essence, it has meant better transportation."

This booklet should be on every executive's desk, not only because of the information included but because it indicates the greater role which will be played by an already great industry and because it suggests that those utilizing truck transportation more or less may want to employ it more in the future; the booklet is a guide to such use.

OBITUARIES

William F. H. Armstrong, 88, who retired in 1920 as head of the A. & K. Storage Warehouse of New York, May 19. (Vitkauskas)

Clarence C. Curth, 60, head of L. Curth & Sons, moving and storage firm located in Brooklyn, May 17. (Vitkauskas)

R. S. Dempsey, 53, executive vice president of United States Trucking Corp., May 15. Mr. Dempsey joined the United States Trucking Corp. in New York when it was organized in 1920. (Vitkauskas)

Arnold J. Dunning, who retired January 1, 1948, after serving for 30 years as traffic manager of the Kalamazoo Vegetable Parchment Co., Kalamazoo, Mich., May 6.

Gregory U. Harmon, 58, chief enforcement attorney, ICC Bureau of Motor Carriers.

James P. Haun, 74, Indianapolis district manager of the Aero-Mayflower Transit Co., May 11. (Kline)

Willis W. Johnson, Sr., eighteenth president of the National Food Brokers Association, May 5.

Michael F. Kearins, 68, founder of the Michael F. Kearins Trucking Co., May 27.

Frank Pilley, Sr., secretary and treasurer of Frank Pilley & Son, Inc., Sioux City, Iowa.

Hugo Reese, secretary-treasurer and manager of the Central Warehouse Co., Saginaw, Mich., on April 28. Mr. Reese was active in civic and local government affairs in Saginaw and was a member of the American Warehousemen's Association.

Fred M. Steele, 72, assistant vice president of the Fort Dodge, Des Moines & Southern Railway Co., May 20.

Edward J. Sullivan, secretary of the Movers and Warehousemen's Association of Greater New York, Inc., May 1.

S. B. Waring, secretary-treasurer of the Morse Chain Co., subsidiary of Borg-Warner Corp., May 11.

Distribution Facts

MAJOR-GENERAL Philip B. Fleming is shortly to take his post as chairman of the Maritime Commission. This hardy perennial has been blooming since the heyday of F.D.R. in various Washington spots. This writer recalls an appearance he made at one of the round-table discussions at the National Industrial Conference Board, where he made short shrift of the railroads. No softy, he.

Truth will out. It now appears that the basic reason for the tapering off of orders for freight cars is the "fact" that the railroads are waiting for steel prices to drop. At least, so says the head of Pullman, Inc. One newspaper is shouting "price war," which gives you an idea how much some people know about price wars. We suggest they study available literature on the subject, of which there is a good deal. Odd thing is, this term was used by the—well, what's the name of a very dignified newspaper published in the largest city in the U. S.; it's politically independent and insists on publishing only such news as makes proper fare for the citizenry. One guess.

If true, it spells death to the idea that there has been a shortage of steel. At one time it was held that steel-shortage was responsible for the breakdown in equipment-buying. This publication has been skeptical of that "explanation" (see DISTRIBUTION AGE, May, 1949). Now that there is more steel, this "explanation" won't do, hence the need for another "explanation" . . . There may be a very simple answer to the whole thing: the railroads don't have enough money, especially in view of current carloading trends. No, no, too simple; let's look around for something more complicated, more *outré*.

Talking about newspapers—those guardians of the public weal—a paper well known to the financial fraternity says something to the effect that the railroads are bidding for rate increases and planning on making rate cuts at the same time. This too sounds like something out of *Alice in Wonderland* until you realize that the rate-rise stew has been cooking for some time, and that the recent change in the economic picture has compelled the roads, faced as they are with increased trucking activity, to make cuts despite pending pleas for increases. A second, perhaps equally important explanation, is that the railroads can get a general increase and yet play with specific rates to satisfy certain industrial segments. The latter will undoubtedly be manufacturers of goods which are suitable for truck transportation. This is an interesting commentary on the fine sentiment of Congress, to the effect that the national interest is best served by having each medium of transportation serve that economic sector to which it is best suited. For another commentary on fine senti-

ments, please see the editorial in our June issue.

Pennsylvania has ordered 2,000 seventy-ton gondolas from the Altoona works. It also reports a heavy modernization program. Similar reports are coming from other roads. These steps had better be widespread, particularly in grain-carrying types, because it looks like a heavy yield this year. Coupled with the poor-to-bad crop reports from Europe, particularly from Southern Europe, there is likely to be a heavy movement of grain to seaboard. Watch for "crisis" after "crisis" in car supply. Mr. Gass of the AAR says there will be enough cars for all stored grain. How about the grain piled up in the fields?

The reader will please bear in mind that there can be a shortage in grain-carrying types even though carloadings in general have dropped. For supporting statement, see Mr. Megee's statement before the Atlantic States Shippers Advisory Board, April 7.

The above Board's report casts serious doubt on the accuracy of quarterly forecasts, not for the total of all listed commodities but for specific commodities. Errors of underestimation were as high as 174.8 percent (for cotton). A word of caution: oftentimes errors in agricultural items are naturally large; even the Department of Agriculture has been sadly off in the past. The forecast by the Board is far better on industrial items. We have a suggestion to the Boards: that they have one set of estimates for raw commodities and another for industrial products . . .

Reports from the Netherlands will make poor reading for the domestic shipbuilding industry. To wit: the *Bacchus*, building for French account; the tug *Kupala* for Polish account; ten lighters for Czechoslovakia. Also to wit: French order just received for two 24,000-ton tankers. In 1948 this little republic built tonnage equal to 142,485 tons, exceeding the 126,418 tons for the United States! Department of Commerce and State Department, please note. Sweden, that giant nation of several million souls, built 245,986 tons in 1948. Of the total tonnage built that year, 50.9 percent was for the account of the United Kingdom. Not the British Empire; just Great Britain and Northern Ireland . . .

The Port of New York Authority views with alarm (to use a very worn phrase) the proposed increase in rates on l.e.l. water-borne freight. Two new proposals by rail carriers for rate adjustments, made to the ICC, brought forth the warning from the PNYA that approval would injure the position of the Port of New York re other ports. If the figures presented by the PNYA—showing large to huge differentials favoring other ports—are completely valid, New York does indeed have something to worry about.

Even though the Port of New York dwarfs other ports in tonnage and tonnage value, dwarfs can get bigger and bigger and bigger, given favorable circumstances.

We learn that Neville Blond, United Kingdom trade adviser in the U. S., doubts the validity of current talk in Great Lakes ports that British flag vessels might operate between the United Kingdom and lakes ports in the near future. For one thing, there is a shortage of the type of vessel adapted to such direct service—ships of about 40-ft. beam, 17-ft. molded depth and some 2,100 gross tons. It seems that many were lost during the war. U. K. yards are busy on other types of ships at present, since (the British being highly trade-conscious) they are interested in trade with the Orient, Africa, etc., rather than in a Great Lakes trade which is mainly local in importance. Trust the British to look to their own interests and to put first things first.

Los Angeles Harbor has a free-trade zone. The thing is catching all over. With everyone itching to get on the bandwagon, it won't be long before we hear of some small town which refuses to have one!

A package-freight line is likely to be established between Milwaukee and Grand Haven, Mich. This doesn't mean big doings; so far, two small ships have been acquired. (Hubel)

If more proof of American shipping recovery is needed, here it is: we learn that our country is engaged in the greatest passenger-liner-construction program in its history. No, not cargo. Passenger. It seems we're building two or three huge and swank liners, providing luxury accommodations for loads of people. The explanation of the interest in such liners may be that a full division of troops could be transported, if need be. On the other side of the ledger, such a ship makes a good-sized target.

Houston's tonnage is scarcely a third of New York's (and below that in value of goods), but this Texas city makes up the difference by using upper-case type and 48-point heads in its publicity releases. Takes the Texans to do things in a big way . . . It is undoubtedly true that this inland port has come up rapidly in the last several years, largely because of defense and related activities in the Southwest.

All is peaceful on the air front: one airline speaks favorably of subsidies, and a freight carrier talks of rate wars and the role played by subsidies in financing such industrial strife. Where such words as "predatory" and "cohorts" are uttered with alacrity, the reader will easily guess that they must have been uttered at a Congressional hearing. Yes, it is true: the Commerce Committee (Senate) is holding hearings on airline finances.

Things are pretty tough for the Government these days. Formerly, when nothing was done, the Administration was called wishy-washy, do-nothing, etc. Now, every time it does

something, it gets jumped on. That is, one party jumps on it for not doing enough, and the other party jumps on it for not doing something different. In other words, it gets jumped on, period.

European nations may be happy over the shipbuilding picture, but the rubber situation may be something else again. Cold rubber and other artificial rubber production in the U. S. is likely to soar; and it is possible that British and Dutch plantation owners are in for more difficult times. There is now a demand here for lower crude-prices. Can there be a relationship between this and the present trend in domestic prices and the cost squeeze encountered here and there? International rubber (read British-Dutch) will have to get in line with the requirements of the greatest consumption area, or else . . .

The Department of Agriculture reports tests (using trucks) of low-octane gas injected with alcohol and water. For the first test, the finding is that performance was minus knocks; fuel was equivalent to octane 74 or better. The compression ratio engine on test one is not given, but on test two the ratio was 8.25 to 1. On the latter test, the truck used a higher-octane gas (74 rating) but, with alcohol and water, functioned "satisfactorily."

Thus, one more step has been made to lay the ghost of disappearing oil reserves. First, we got Arabian oil; second, we made progress with shale; third, we found new oil sources in the Gulf of Mexico and elsewhere; fourth, we found new continental fields; fifth, sixth, seventh, eighth . . .

How *not* to enforce laws against overloading of trucks. The Ohio Senate passed a bill providing stiff fines and jail terms for drivers. Fines and jail terms are scaled, depending on the degree of violation (i.e., amount of "overload").

It's a common view that big things are better things. But one of the rare exceptions is Government. Maybe it's because the government is VERY big. The Chamber of Commerce of the U. S. reminds us that federal civilian employment is now over 2,000,000, that units have increased fourfold to over 1,800, and that annual expenditures are over \$42 billion. The dollars don't scare us so much as the units; start a new unit and just watch it grow! Each unit head thinks he's a V.I.P. (very important person) and deems it his life's goal to increase the size of his unit. After all, the bigger it gets, the more very-important he becomes. There are exceptions, but the exceptions prove the rule.

ATA is doing itself proud in its current campaign for highway safety. Allied Van Lines is in the forefront of the drive. A current issue of its house organ gives a dramatic picture of its activities among drivers. Explicit instruction and complete detail are stressed. More power to them!

ATA is active in trying to get recognition for motor-carrier accountants, recognition now given to practitioners before the ICC. A "certificate of recognition" is sought for accountants able to meet such standards as may be established.

The Senate Public Works Committee has asked the Public Roads Administration to make a special study of local rural roads. Two bills, S. 244 and 1471, to authorize special outlays for such roads, the mileage of which is about two million, are in the hands of a subcommittee. The bills, it is stated, are "still alive." But close to death, we presume. Public Roads Administrator T. H. MacDonald told the Roads subcommittee of the Public Works Committee that the rural job is immense and would involve heavy maintenance costs.

More news about Senate Bill 900 (H.R. 2682), to amend the CCC Charter Act. The bill came to the House floor May 10 and was sent through the mill. Amendment introduced. Amendment to that amendment introduced. Carried by the House, sitting as a Committee of the Whole. Amendment, as amended, rejected. Modified amendment rejected. House form of bill passed and sent to Senate; thus, there were two versions of S. 900 and no H.R. 2682. Conference Committee appointed to resolve differences and report one version

WAREHOUSE AND SALES EXECUTIVE

Man with 25 years experience in all branches of household goods and merchandise warehousing, local and long distance moving, interstate general commodity hauling, desires position with progressive warehouse or carrier. Free to travel or locate anywhere. Has proven ability and can furnish top-notch references. Salary and location secondary to good position with chance for advancement.

Box K-211 c/o DISTRIBUTION AGE,
100 East 42nd St., New York 17, N. Y.

back to both branches for approval. At times like this, one does not envy Secretary Little of the AWA, Merchandise Division.

New regulations are out for the transportation of household goods belonging to members of the armed forces and certain other groups. The Household Goods Carriers Conference appears pleased at the issuance of Executive Order 10053. They are apprehensive about one thing, though: "... past experience demonstrates that process through Government 'channels' oftentimes is very very slow..." It urges prompt action by movers in contacting contracting officers, presumably to counter governmental inertia.

In 1945, railroad bonds were 6.7 percent of life-insurance-company assets; in 1948, they were 5.4 percent. By contrast, utilities bonds went up from 11.6 percent to 15.6 percent.

Coming Events

- July 22—Truck-Trailer Manufacturers Assn, mid-year meeting at Edgewater Beach Hotel, Chicago.
- August 9-12—2nd Annual Western Packaging Exposition, Civic Auditorium, San Francisco.
- Sept. 15—Southeastern Warehousemen's Assn. Convention, Birmingham, Ala.
- Sept. 18-20—New York State Warehousemen's Assn. Conference, Saranac Lake, N. Y.
- October 4-7—4th Annual Industrial Packaging and Materials Handling Exposition, Convention Hall, Detroit.
- Oct. 5-6—Annual convention Tennessee Motor Transport Association, Andrew Jackson Hotel, Nashville, Tenn.
- Oct. 5-15—Great Britain's first National Packaging Exhibition, Manchester, England.
- Oct. 13-15—Southwest Warehousemen's & Transfermen's Assn. Conference, Baker Hotel, Mineral Wells, Texas.
- Oct. 21-26—American Trucking Assns., Inc., annual convention, Statler Hotel, Boston.
- October 24-28—37th National Safety Congress and Exposition, Chicago.
- Nov. 14-17—1949 National Beverage Exposition will be held under the auspices of the American Bottlers of Carbonated Beverages at Convention Hall, Detroit.
- Jan. 16-19, 1950—First Plant Maintenance Show, and Exposition, Cleveland Auditorium, Cleveland.
- Jan. 22-27, 1950—National Furniture Warehousemen's Association, annual convention, Hotel Del Coronado, Coronado, Calif.
- Jan. 31-Feb. 3, 1950—American Warehousemen's Association, Edgewater Beach Hotel, Chicago.
- Jan. 31-Feb. 4, 1950—All-Industry Frozen Food Convention, Chicago, correlating with the 1950 Atlantic City convention.

Unloading Terminal

Dravo Corp., Pittsburgh, has been awarded a contract to construct a river-barge unloading terminal and other coal-handling facilities at the Frank R. Phillips Power Station (Wireton, Pa.) of the Duquesne Light Co. Construction of the barge-unloader, designed to handle 500 tons of coal an hour, is expected to be completed by Dec. 1. The unloader structure will contain electrically-powered barge-shifting machinery, a 54-in. feeder conveyor and one end of a covered conveyor to the coal-crushing plant 253 ft. away. The unloading bucket will be suspended from a trolley running on a structural steel boom extending out 57 ft. from the unloading tower and 82 ft. above the normal river-level. Further mechanization of the coal-handling system will be provided by a coal-stacker, a structure with a 57-ft. boom which swings in a 180-deg. arc and raises through an 18-deg. arc. This boom will have a 36-in. wide continuous conveyor belt running on troughing idlers to carry coal to the storage pile and stack it.

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This special advertising section of public warehousing has been consolidated for ready reference and maximum utility. It includes merchandise, refrigerated, household goods and field warehouses. For shippers' convenience, states, cities and firms have been arranged alphabetically.

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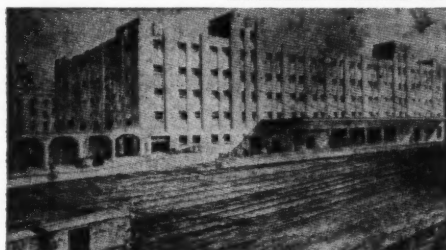
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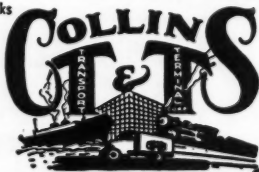


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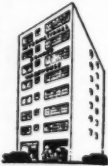
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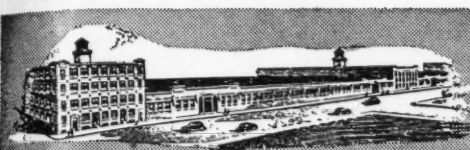
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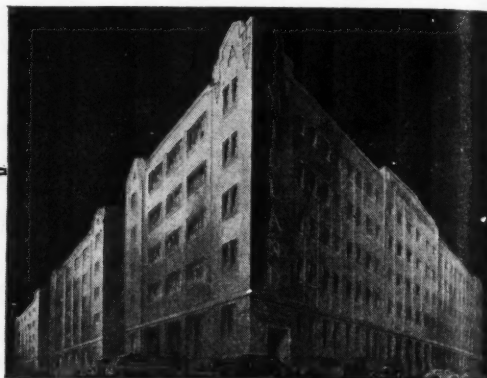
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Southern R. R. switchtrack . . . reciprocal switching . . . sprinklered
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Complete distribution and warehousing service
Operators of space in Free Foreign Trade Zone No. 2
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An Able servant to the PORT OF NEW ORLEANS
Complete warehousing facilities—Distribution—Weighing—
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Union Freight Railroad Co.

A.D.T. Service
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the Best is



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2 MODERN WAREHOUSES

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400,000
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Cold Storage for Butter, Eggs, Poultry, Cheese, Meats
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Daily Trucking Service to
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DIRECT TRUCK DISTRIBUTION throughout

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COMPLETELY EQUIPPED for all kinds of Rigging and Industrial Moving
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How a company employing a fleet of trucks uses engineered
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assure safety of personnel is the subject of a timely article in
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Max Lyon, Pres.

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Merchandise Storage—Pool Car Distribution
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Springfield, Mass.

Telephone
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SPRINGFIELD, MASS.



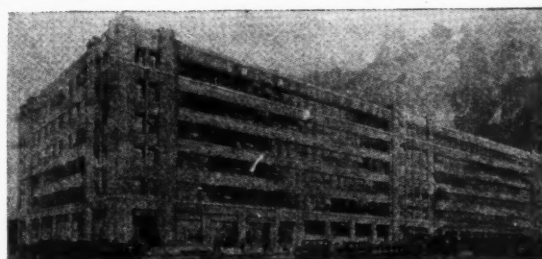
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Fireproof Storage

Offices: 385 LIBERTY ST., SPRINGFIELD 1

HOUSEHOLD GOODS STORAGE, Packing,
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Fleet of Motor Trucks

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Modern buildings, lowest insurance rate in city.

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Modern concrete buildings, fully sprinklered,
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merchandise and liquid commodities in bulk. Con-
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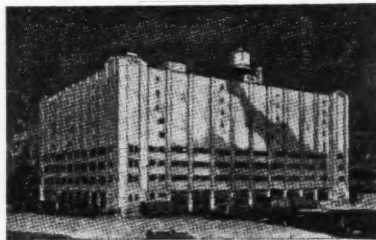


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Division of
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U.S. COLD STORAGE CORP.



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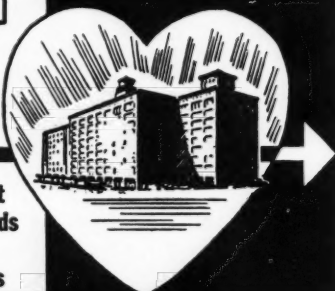
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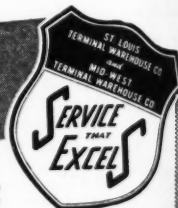
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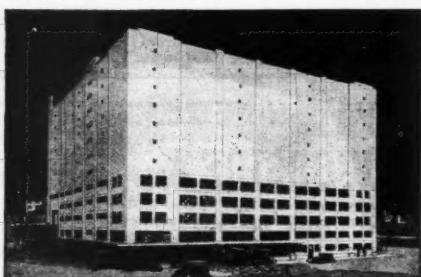
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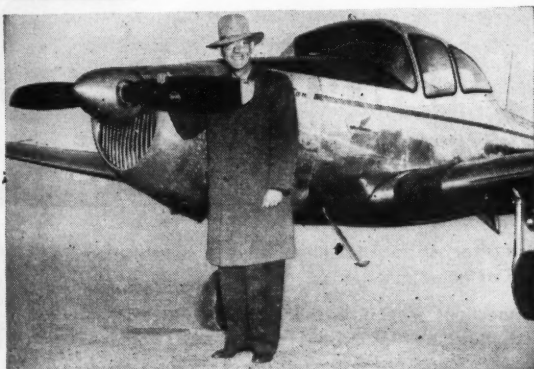
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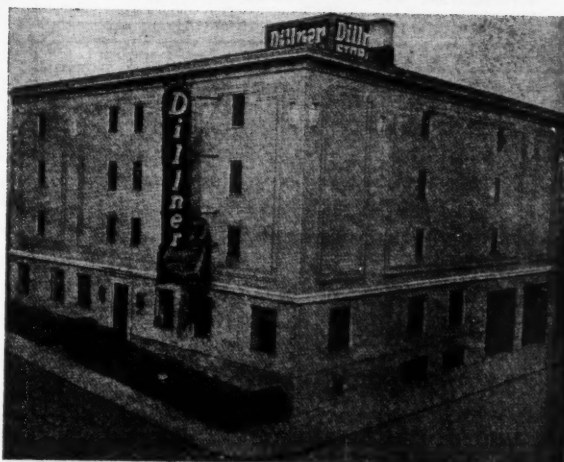
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Intrastate and Interstate Common Carrier
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Complete ADT burglar and fire alarm protection

The third part of Robert Odell's trucking-costs-by-the-run article
will appear in the August issue of DISTRIBUTION AGE. Those
readers who are more or less stumped by the formula will be
helped considerably by this critique.

CHARLESTON, S.C.

**Merchandise and Household Goods
STORAGE and DISTRIBUTION**

Modern Concrete Warehouse. 100,000 Square Feet of Storage Space.
Private Tracks Connecting with All Railroad and Steamship Lines.
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NICKEY WAREHOUSES, INC.

"Memphis Most Modern Warehouses"

285-305 West Trigg Ave., Memphis 2

**Merchandise Storage & Pool Car Distribution
Local Delivery Service**

A.D.T. Burglar and Sprinkler Supervisory Service. Illinois Central,
Frisco & Mo. Pac. Private rail siding 9 car spot.

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W. H. DEARING, President

POSTON WAREHOUSES, INC.

ESTABLISHED 1894

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Insurance Rate \$1.20 per \$1,000 per Annum Distribution a Specialty
Merchandise storage, dependable service, free switching. Local cartage
delivery. Illinois Central and Cotton Belt Railway tracks. Automatic
sprinkler. A.D.T. watchmen.

and Firms are Arranged Alphabetically

MEMPHIS, TENN.

H. K. HOUSTON, Pres. P. D. HOUSTON, V. P.

UNITED WAREHOUSE & TERMINAL CORP. S. A. Godman, G. M

Warehouse No. 1 Warehouse No. 2
137 E Calhoun Ave. 138-40 St. Paul Ave.

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Storage (Mdse.)—Pool Car Distribution—Local delivery service—Office Space. In the heart of the wholesale district and convenient to Rail, Truck and Express terminals. Eight car railroad siding—(N.C. & S.T.L. and L.N.)—Reciprocal switching A.D.T. Service. Represented by Distribution Service, Inc. Member of A.W.A. and M.W.A.

NASHVILLE, TENN.

Reliable Service Since 1903

BOND, CHADWELL CO.

MERCHANDISE WAREHOUSING

Distribution and Trucking

Heavy Machinery Moving

Household Goods Storage and Moving

When Needing Merchandise Storage in Nashville Call New York Office Plaza 3-1234, Chicago Office Harrison 3688 or Nashville 5-2738.

Members of

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NASHVILLE, TENN.

521 Eighth Ave., So., Nashville 2

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MERCANTILE AND HOUSEHOLD STORAGE

WAREHOUSE STOCK and POOL CAR DISTRIBUTION

Automatic Sprinkler System—Centrally Located

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Nashville Warehousing Co.

P.O. Box 555, Nashville 2

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POOL CAR DISTRIBUTION

FREE SWITCHING—CITY TRUCKING

AMARILLO, TEXAS

WM. C. BOYCE

J. A. RUSH

ARMSTRONG TRANSFER & STORAGE CO., INC.

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Merchandise Storage & Distribution
Household Goods Storage, Moving & Packing;
Long Distance Operators

Members: A.W.A.-A.C.W.-N.F.W.A.-S.W.T.A.-T.M.T

Agents—Allied Van Lines

BEAUMONT, TEXAS

TEXAS STORAGE COMPANY

656 NECHES STREET

BEAUMONT, TEXAS

Merchandise and Household Goods

Warehouse, Concrete Construction

30,000 Sq. Ft. Distribution of Pool Cars

Transfer Household Goods

Agent for A.V.L.

Member of N.F.W.A.—S.W.T.A.

CORPUS CHRISTI, TEXAS

CORPUS CHRISTI WAREHOUSE AND STORAGE COMPANY

Located at PORT SITE adjacent to docks NAVIGATION DISTRICT No. 1

Storage

Distribution

Drayage

MERCHANDISE EXCLUSIVELY

150,000 Sq. Ft. Sprinklered Low Insurance Rates

Member: S.W.&T.A.—A.W.I.—A.C.W.

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THE BIG WHEEL IN THE SOUTHWEST since 1875

Gus K. Weathered, Pres. C. E. Bradley, Vice-Pres.

Modern Fireproof Construction—Office Displays, Manufacturers, and Warehouse Space.

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Dallas Transfer

TERMINAL WAREHOUSE CO.

2ND UNIT SANTA FE BUILDING

DALLAS, TEXAS

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Household Goods Storage Moving & Packing

Long Distance Hauling

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MO 5-5531

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ALLIED DISTRIBUTION INC.

NEW YORK 18
11 WEST 42ND ST.
PE 6-0967

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"Bankers of Merchandise"

"Service With Security"

International Warehouse Co., Inc.

1601 Magoffin Ave.

Inc. in 1920

El Paso, Texas



Lowest Content Insurance Rate
Fireproof Storage of Household Goods, Autos & Merchandise. State and Customs Bonded. Private Trackage—T. & P. and So. Pac. Rys. Pool Car Distribution—Motor Truck Service. Members—NFWA—SWTA—Agent for AVL.

CHICAGO 8
1525 NEWBERRY AVE.
MO 5-5531

ALLIED DISTRIBUTION INC.
NEW YORK 18
11 WEST 42ND ST.
PE 6-0967

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In Fort Worth It's Binyon-O'Keefe

MERCHANDISE STORING—POOL CAR DISTRIBUTION

Our modern Centrally located warehouse is completely equipped to serve you with over 200,000 sq. ft. of merchandise and household storage space.

MOVING—STORAGE—PACKING—SHIPPING

Since 1875

BINYON-O'KEEFE STORAGE CO.

Since 1875

800 Calhoun St., Fort Worth 1
Associated with Distribution Service, Inc.

FORT WORTH, TEXAS

Storage, Cartage, Pool Car Distribution



O. K. Warehouse Co., Inc.

255 W. 15th St., Fort Worth 1, Tex.

Agents, North American Van Lines, Inc.

FORT WORTH, TEXAS

Pool Car Distribution Specialists

also Warehousing and Industrial Hauling.

Terminals Centrally Located in both Dallas and Fort Worth
General Office—204 No. Good St. 1, Dallas, Texas

Phone Riverside 1734

Gen. W. J. Williamson, Pres.

A. G. Donovan, Gen. Mgr.

R. B. Williamson, Secy. and Treas.

TEXAS EXPRESS COMPANY

HOUSTON, TEXAS

Member of A. W. A. — S. W. & T. A.

BUFFALO WAREHOUSE COMPANY



No. 1 MAIN STREET HOUSTON 2, TEXAS

Located in the heart of the jobbing district

MERCHANDISE STORAGE — POOL CAR DISTRIBUTION

Lowest Insurance Rates Automatic Sprinkler Watchman

HOUSTON, TEXAS

New Location — Improved Facilities

BETTER WAREHOUSING IN HOUSTON

Our new warehouse is 800 feet long by 250 feet wide with car spot on the Mo. Pac. R. R. for 20 cars at one time. Plenty of truck dock space with wide area to maneuver trucks and trailers.

This modern one-story property with high ceilings and unlimited floor load capacity is fully equipped with modern materials handling apparatus

HOUSTON CENTRAL WAREHOUSE AND COLD STORAGE CO.

501 Middle Street HOUSTON 1, TEXAS
CHICAGO 1 NEW YORK 14
1111 NEWBURY AVE. 11 WEST 41ST ST.
MO 4-6437 PL 4-0407

HOUSTON, TEXAS

Houston Terminal Warehouse & Cold Storage Company

701 No. SAN JACINTO ST., HOUSTON 2
General Storage Cold Storage U. S. Custom Bonded
A. D. T. Service Pool Car Distribution
Office Space Display Space Parking Space
Lowest Insurance Rate

New York Representative
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Chicago Representative
Phone Harrison 3688

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Merchandise and Household Goods Storage
Pool Car Distribution



Sprinklered—A.D.T. Watchmen
Shipside and Uptown Warehouses
Operators—Houston Division
Lone Star Package Car Co.

Member of N. F. W. A. — State and Local Assn's.

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W. T. FAIN, MANAGER

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Established 1901

Forty-Eight Years

Under Same Continuous Management

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Pool Car Distribution Sprinklered Throughout
A.D.T. Supervised Service

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Forwarding and Distributing

MERCHANDISE STORAGE

Warehouses Sprinklered Throughout

Supervised by A. D. T. Service.

SERVICE THAT COUNTS



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UNIVERSAL TERMINAL WAREHOUSE CO.

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Merchandise Storage—Pool Car Distribution—Drayage Service

A.D.T. Central Station Automatic Supervisory

Sprinkler, Waterflow, and Fire Alarm Service

Watchmen, U. S. Customs Bonded, Office Space

Represented in all principal cities by

UNIVERSAL CARLOADING & DISTRIBUTING COMPANY

Division of

UNITED STATES FREIGHT CO.

Members State and Local Associations

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WESTHEIMER Transfer and Storage Co., Inc.

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Since 1883

Merchandise & Household Goods Storage—Pool Car Distribution—

Lift Van Service—20 car lengths of truckage.

Fireproof Warehouses—A.D.T. Automatic Fire and Burglary Protection

Agents for Allied Van Lines, Inc.

Members N.F.W.A. State and Local Assn.



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Gillis-Hood Terminal Warehouses, Inc.

(Formerly Muegge-Jenull Warehouse Co.)

1432-34 So. Alamo St., San Antonio 7

P. O. BOX 4415, STA. A

Merchandise Storage and Distribution

Private Siding. Free Switching

Member of SWA

SAN ANTONIO, TEXAS

MERCHANTS

Merchandise Household Goods

TRANSFER & STORAGE CO.

Merchants & Transfer Sts., San Antonio 6

Complete Storage and Distribution Service

Over 50 years of satisfactory service

Member of A.W.A.—N.F.W.A.—S.W.A.

SAN ANTONIO, TEXAS

Agent for Allied Van Lines, Inc.

Scobey Fireproof Storage Co.

311-339 North Medina St., San Antonio 7

HOUSEHOLD — MER-

CHANDISE — COLD

STORAGE — CARTAGE

DISTRIBUTION

INSURANCE RATE - - - 10c

Member of 4 Leading Associations



SAN ANTONIO, TEXAS

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301 North Medina St.

San Antonio 7

P. O. BOX 4415, STA. A

Merchandise Storage and Distribution

Private Siding—Free Switching

Member of SWA—SAMC

SAN ANTONIO, TEXAS



SOUTHERN TRANSFER & STORAGE CO.

P. O. BOX 4097, STA. A, SAN ANTONIO 7

Specialists in Merchandise Distribution

FIREPROOF CONSTRUCTION

BONDED STORAGE

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1111 NEWBURY AVE. 11 WEST 41ST ST.
MO 4-6437 PL 4-0407

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HILDEBRAND WAREHOUSE COMPANY

Bonded under the Laws of Texas

General Storage and Distribution from the Center of

East Texas. Specializing in Pool Car Distribution

and Merchandise Warehousing

WICHITA FALLS, TEXAS

POOL CAR DISTRIBUTION

Since 1920

TARRY WAREHOUSE & STORAGE CO.

Wichita Falls, Texas

Members: SW&TA—NFWA—AVL

OGDEN, UTAH

MEMBER OF A.W.A.

WESTERN GATEWAY STORAGE CO.

GENERAL WAREHOUSING

POOL CAR DISTRIBUTION

MERCHANDISE AND COLD STORAGE

and Firms are Arranged Alphabetically

SALT LAKE CITY, UTAH

CENTRAL WAREHOUSE

520 West 2nd South St., Salt Lake City 1

Fireproof

Sprinklered

Merchandise Storage

Pool Car Distribution

Office Facilities

Member A. W. A.

SALT LAKE CITY, UTAH

Merchandise Storage and Distribution

Over 1,000,000 cubic feet reinforced concrete Sprinklered Space
Insurance Rate 11 Cents

CORNWALL WAREHOUSE CO.

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Represented by
ALLIED DISTRIBUTION, INC., and
DISTRIBUTION SERVICE, INC.
New York-Chicago-San Francisco

SALT LAKE CITY, UTAH

Merchandise Storage—Pool Car Distribution

KEYSER MOVING AND STORAGE CO

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Established 1910

72,000 sq. ft. space. Reinforced concrete and brick. Central location. Systematic delivery service. A. D. T. automatic burglar and fire protection. Office and desk space. Member-AWA-UVL-UWA-AWI



SALT LAKE CITY, UTAH

"Serving the Intermountain West"

SECURITY STORAGE & COMMISSION CO. Inc.

230 So. 4th West St., Salt Lake City (1)

Warehousing-Distribution service since 1906

Represented by American Chain of Warehouses

New York (17)

Chicago (4)

150 Park Avenue

55 W. Jackson Blvd.

Member of American Warehousemen's Association

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Household • Automobile Storage • Merchandise

NEW-BELL STORAGE CORPORATION

22nd St. & Monticello Ave.

NORFOLK 10, VIRGINIA

MODERN SPRINKLER EQUIPPED WAREHOUSE

50,000 SQUARE FEET PRIVATE RAIL SIDING

Lowest Insurance Rate in Norfolk. Pool Car Distribution

WE SPECIALIZE IN MERCHANDISE STORAGE

AND DISTRIBUTION

AGENTS AERO MAYFLOWER TRANSIT COMPANY

Member M.W.A. & A.T.A.



NORFOLK, VA.

STORE and DISTRIBUTE IN THE PROSPEROUS TIDEWATER AREA THRU PRUDENTIAL

HOUSEHOLD GOODS MOVED, PACKED, SHIPPED
POOL CAR TRANSFER TRUCKING SERVICE
LARGE FIREPROOF WAREHOUSE
OPEN YARD STORAGE AVAILABLE
LOCATED ON N. & W. SIDING

PRUDENTIAL STORAGE and WAREHOUSE COMPANY, INC.

Billings St. at N. & W. Ry.

P. O. Drawer 1859 — Telephone 22481 or 54008

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Fine Warehousing Since 1914

Security Storage and Van Co.

500-530 FRONT STREET

COLLECTIONS • POOL CARS • DISTRIBUTION

MOTOR VAN AND LIFT VAN SERVICE

Member—Nat'l. F.W.A.—Allied Van Lines

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Established 1892

SOUTHGATE STORAGE COMPANY, Inc.

239 Tazewell St., Norfolk 10



MEMBER:
A.C.W.
A.W.A.
S.W.A.
U.S.O. of G.

For economical storage and distribution you will want to know more about our individualized services. Our fireproof warehouses are in the Southgate Terminal, on the waterfront and in the center of Norfolk's wholesale district. Served by all rail, water and motor lines.

Write for Booklet—"7 POINT DISTRIBUTION"

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71 Years of Uninterrupted and Expert Service

BROOKS TRANSFER and STORAGE CO., Inc.

1224 W. Broad Street, Richmond 3, Va.

Three Fireproof Storage Warehouses—810,000 Cubic Feet Storage Space—Automatic Sprinkler System—Low Insurance Rates—Careful Attention to Storage—Packing and Shipping of Household Goods—Private Railroad Siding—Pool Car Distribution—Motor Van Service to All States—Freight Truck Line. Member of N. F. W. A.—A. W. A. Agents: United Van Lines, Inc. serving 48 States and Canada.

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Established 1908

VIRGINIA BONDED WAREHOUSE CORPORATION

1700 E. CARY ST., RICHMOND 3, VA.

160,000 SQ. FT.

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SPRINKLERED

U. S. BONDED

& PUBLIC

WAREHOUSES

MERCHANDISE

STORAGE &

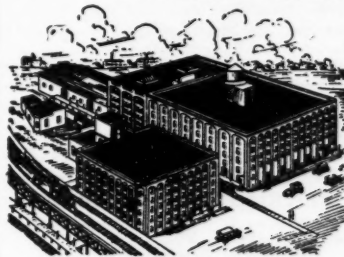
DISTRIBUTION

INSURANCE

RATES

20c PER \$100

PER YEAR



ROANOKE, VA.

H. L. LAWSON & SON

Finance and Storage

Pool Car Distributors

General Merchandise Storage

421-25 EAST CAMPBELL AVE.

ROANOKE 7, VIRGINIA

Represented by

Associated Warehouses, Inc., Chicago and New York



ROANOKE, VA.

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369 W. Salem Ave., W., Roanoke 5

Capacity 500 Cars

Private Railroad Siding



Automatic Sprinkler

Accurate Accounting

We make a specialty of Storage and Pool Car Distribution for Agents, Brokers and General Merchandise Houses.

Member of American Chain of Warehouses

SEATTLE, WASH.

EYRES TRANSFER & WAREHOUSE CO.

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Cartage

Distribution

Storage

Highest financial ratings; new fireproof; A.D.T. sprinklered buildings; lowest insurance rate (10.2c); modern equipment.

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Transfer Co. Inc.

POOL CAR DISTRIBUTION**MACHINERY MOVING, RIGGING AND HAULING**

U. S. Customs Bonded

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Seattle 4, Washington

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OLYMPIC WAREHOUSE & COLD STORAGE CO.**MERCHANDISE STORAGE & DISTRIBUTION**1203 Western Avenue Seattle 1, Wash.
Cold Storage—Dry Storage—Rentals—Pool Car Distribution—Office Rentals
Fireproof, brick const.; Sprinkler system; Insurance rate: 12.8c. Siding
connects with all rail lines.Bonded U. S. Customs: State License No. 2
Member of A.W.A. (C.S.) Wash. State Whsmns. Assn.

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Seattle's One-Stop Warehousing Service!

**UNITED CULBERTSON**
(Formerly University)
Merchandise Storage & Distribution—U. S. Customs—See Stores • Seattle's Exclusive Furniture Repository**SEATTLE TERMINALS, Inc.**

Executive Offices: 1017 E. 40th St., Seattle 5

R. G. Culbertson, President

Wm. T. Laube, Jr., Secretary

SEATTLE, WASH.

Lloyd X. Coder, Pres. Ellis L. Coder, Secy.—Treas

SYSTEM Transfer & Storage Co.

Established 1919

2601-11 Second Avenue, Seattle 1

Complete Drayage, Storage and Distribution Service

"System Service Satisfies"

Member—A.W.A.—W.S.W.A.—S.T.O.A.

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Represented By

DISTRIBUTION SERVICE, INC.

New York—Chicago—San Francisco

SPOKANE, WASH.

P. C. HINTON, Owner

RIVERSIDE WAREHOUSES, INC.

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Telephone, Office and Stenographic Service

Specialize in serving food and related industries; pool car distribution; 44 trucks and tractors with semi-trailers. New 40,000 ft. modern warehouse, equipped with fork-lift tractors.

CHICAGO 4
1031 NEWBERRY AVE. The Public Storage Plan Group
MO 6-2229NEW YORK 10
11 WEST 42ND ST.
PL 6-2227

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Spokane 8

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DISTRIBUTION SERVICE, INC.

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Tacoma 2

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Every facility for you and your patrons' convenience to secure your share of this Five Hundred Million Dollar market is available through

THE W. J. MAIER STORAGE COMPANY

1100 Second Ave., Huntington 10

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ESTABLISHED 1903

LEICHT TRANSFER & STORAGE CO.

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Merchandise Storage
Pool Car Distribution
Transit Storage
Household Goods Storage
Heated—Unheated—Yard
Storage
Waterfront Facilities
Stevedore ServicesU. S. Customs, State and
Public Bonded
40 Car Track Capacity
Modern Handling Equipment
Private Siding on C&NW,
CMS&P, & B&W Lines
Reciprocal Switching all
lines

Complete local and over-the-road truck services with 70 units of all types of equipment, including low-bed trailers, winches and cranes.

AERO-MAYFLOWER MOVING AND STORAGE

New York Office:

Interlake Terminals, Inc., 271 Madison Ave. (16)

MADISON, WIS.

LOW INSURANCE RATE

CENTRAL**STORAGE AND WAREHOUSE COMPANY****COLD STORAGE****DRY STORAGE****FREEZER STORAGE**

612 W. Main St., Madison 3

QUALITY SERVICE

(Continued from page 59)

at all from the differential derives from the fact that his system of operating is efficiency-plus. For one thing, the forwarder does not handle all types of freight; he will take only certain items. This selectivity enables him to add to his margin. Secondly, his regional viewpoint—employing certain points for breakdown and re-consolidation—means that he can take advantage of re-

gional central points where favorable rates add to his margin. Lastly, some forwarder rates are not equivalent to l.c.l. rates, but are below them.

It all adds up to one thing: in relieving the shipper of his shipping headaches, the forwarder takes on a few of his own. He must bend every effort toward keeping his service at a high level. The cost of those efforts comes out of the differential. Under today's business conditions particularly, the quality of his service must be high. Ship-

pers suffering a temporary lull will attempt to economize, even where the effort is self-defeating. They will try to consolidate shipments themselves, even though they cannot hope to attain the efficiency and capacity-utilization which is born of varied-freight-handling experience. Others will forego consolidation and expeditious delivery completely for the sake of immediate economies. The forwarder's answer is service, service with a capital "S." It's a little tougher than just pocketing a rate-spread.

and Firms are Arranged Alphabetically

MILWAUKEE, WIS.

"Store American" For Economical Efficient Experienced Complete Merchandise Warehousing
SPECIALISTS IN POOL CAR DISTRIBUTION
AMERICAN WAREHOUSE CO.
 General Office: 525 East Chicago St.
 Milw. Whse. Ass'n: 302 North Jackson St.
 Wis. Whse. Ass'n: House No. 2
 Private Siding—Chicago & North Western Ry. 3rd Ward District

MILWAUKEE, WIS.

COMPLETE WAREHOUSING AND DISTRIBUTION SERVICE
 GENERAL AND U. S. CUSTOMS BONDED STORAGE



ATLAS STORAGE
 DIVISION OF P & V-ATLAS INDUSTRIAL CENTER INC.
 647 W. VIRGINIA ST. MILWAUKEE 1, WIS.

W
I
S
C
O
N
S
I
N



126 N. JEFFERSON ST.

LARGEST AND MOST MODERN

MILWAUKEE, WIS.



LINCOLN

WAREHOUSE COMPANY
 MERCHANDISE WAREHOUSING AND DISTRIBUTION
 LOCATED IN HEART OF BUSINESS DISTRICT
 Offices: 206 W. Highland Ave., Milwaukee 3
 Member of A.W.A.—W.W.A.—M.W.A.

MILWAUKEE, WIS.

NATIONAL TERMINALS CORPORATION

954 So. Water Street, Milwaukee 4 Tel. Mitchell 5644
 Milwaukee's most modern and best located Waterfront Warehouse.
 Automobile storage. Warehousing on unit basis for spot stocks. Storage
 "in transit". Pool car distribution. Customs Bonded.
 Member of A. W. A. & W. W. A.
 New York Office: 55 W. 42nd St., Phone LAckawanna 4-0063, New York 18, N. Y.

MILWAUKEE, WIS.

—Phone Marquette 7091

TERMINAL STORAGE CO.

100-112 W. Seeboth St.
 Milwaukee 4, Wisconsin
 Cooler, Freezer and General Merchandising Storage
 Deep Water Dock, Private Siding
 on C.M.St.P. & P. R.R.

MILWAUKEE, WIS.

"Milwaukee's Finest"

National Warehouse Corporation
 — STATE BONDED —

EVERY CONCEIVABLE WAREHOUSE & DISTRIBUTION SERVICE AFFORDED



A.D.T. Service
468 E. Bruce St.
Milwaukee 4
 C. & N.W.R.R. Siding



SHAWANO, WIS.

Modern Building, Reinforced Concrete Construction

SHAWANO TERMINAL WAREHOUSE

120 E. Richmond Street Shawano, Wisconsin
 General Merchandise Storage
 LOW INSURANCE RATES
 POOL CAR DISTRIBUTION
 Licensed and Bonded. Private Siding Chicago & Northwestern R.R.
 Member Wis. W. A.

SHEBOYGAN, WIS.



SHEBOYGAN WAREHOUSE & FORWARDING CO.

A Merchants & Manufacturers Warehouse
 11th and Illinois Ave. Sheboygan, Wis.
 Member of A.W.A.—May. W.A.—Wis. W.A.



CANADA

TORONTO, ONT.

M. A. RAWLINSON, Pres. & Gen. Mgr.

M. RAWLINSON, Ltd.

Established 1885 610 Yonge St., Toronto 5, Can.
 Seven Buildings to Meet All Requirements for Modern Storage
 and Distribution
 Customs Bonded. Pool Car Distribution. Household Goods
 Moved, Packed, Shipped and Stored.
 Members of CanWA—NFWA—BAIFR—FWRA—TC&W—ALLIED VAN LINES

MONTREAL, QUE.

St. Lawrence Warehouse Inc.



1-VAN HORNE AVENUE, MONTREAL, CANADA
 200,000 SQ. FT. OF MODERN FIREPROOF SPACE LOCATED
 IN THE EXACT CENTER OF THE CITY
 OF MONTREAL
 Canadian Customs Bond. Private Siding—8 Car
 Capacity—Free Switching—All Railroad Connections
 New York Representative: Frank J. Tully
 277 Broadway, New York 7 Phone WOrth 2-0428

MONTREAL, QUEBEC

Established 1908
 W. G. KENWOOD,
 Pres. & Man. Dir.

Westmount Transfer & Storage Ltd.

205 Olivier Ave., Westmount, P. Q.
 LOCAL AND LONG DISTANCE MOVERS
 Private Room System for Storage
 CRATING, PACKING and SHIPPING
 Charges Collected and Promptly Remitted
 Member: N. F. W. A., Can. W. A.



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KETING. Our goal will be the reduction of distribution costs. . . .

"I'm going to offer a very radical suggestion based on . . . two years of research I have given to this subject. The suggestion is to get on the back of your product and ride it from the factory doors clear out into consumption. . . .

"Such a ride will require thorough preparation. . . .

"Before you start on your ride, you should set up a cost ledger, and, taking every line of your products, put the consumer price on the credit side of the ledger page, then put your price, f.o.b. the factory without any selling costs in it, on the debit side.

"Your job will be to fill out the details on the debit side of that ledger so that you will bring the whole picture into balance. When you do, you will know your over-all distribution costs—probably for the first time!

"Before you leave your shipping dock you will find and record potential savings in storage, space utilization, timing, order-handling and billing-costs—right on your own shipping dock!

"As you move from the shipping floor, your external exploration should include every area where a segregated management cost is involved.

"Here are nine of the management provinces of distribution at which you will stop. Each one requires a very thorough analysis. (1) The transportation section, including loading and unloading, trucking, warehousing and storing; (2) the sector of distribution channels that you use; (3) the primary selling area, that of wholesaling; . . . (4) the secondary area of jobbing; . . . (5) the area of retailing; (6) . . . a very important and vital area . . . 'the last three feet,' that point of sale area probably the most important in the entire chain; (7) . . . service after the sales; (8) the competitive area; . . . (9) group or association structures as they affect your distribution costs."



FISH TALE

Here, in a few words, is the story of that ocean-fresh fillet of flounder, from the moment it left the wind-swept Grand Bank until the time—days, weeks, or months later—that it turned up on your dinner table.

Hardy Newfoundland fishermen catch the fish in season, ice them, and rush them to one of their five home ports. There the fish are cleaned, processed, packaged in cellophane (in one- and five-pound units), and sharp frozen. A properly refrigerated ship delivers them, in due course, to Harborside.

A sizable part of Harborside's 4,000,000 cubic feet of cold-storage space is allocated to this operation. From Harborside, National Fisheries, Ltd., distribute these deep-sea delicacies to all parts of the country.

Harborside is directly opposite Cortlandt Street, Manhattan . . . five minutes from

Holland Tunnel and trunk highways. Direct connection with all railroads and with steamships, by lighterage; 26-car placement. Send for folder describing Harborside's comprehensive distributional and storage services and facilities.

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Mail the coupon below—let us show you how Mobilift combines ample power and easier control for more economy and efficiency in materials handling.

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